TRUST BOARD MEETING



Date: 29 November 2016

Location: Boswell Centre, Auchinleck

Start time: 6pm

A	GENDA		
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
I. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Minutes of previous meetings 3.1 Board Meeting: 13 September 2016 3.2 AGM: 13 September 2016 3.3 Performance & Audit Sub Committee: 14 November 2016			✓ ✓
4. No Bystanders – Video	√		
5. HR Policy Update	√		
6. Performance Report (July – September)			✓
7. DCCP Catering Contract			√
8. Chief Executive's Report	✓		
9. Countryside Services Update (Presentation)	✓		
I0. AOCB			
II. Dates of Next Meetings: Performance & Audit Sub-Committee: 13 February 2017 Trust Board: 28 February 2017			

For further information please contact: John Griffiths, Chief Executive Email: John.Griffiths@east-ayrshire.gov.uk Tel: 01563 554710



EMPLOYMENT POLICIES

Date: 29 November 2016

Agenda Item: 5

Report By: Paul McGowan, Head of Human Resources, East Ayrshire Council

I. PURPOSE

1.1 The purpose of this report is to recommend to the Board proposed changes to the following Human Resources Policies: Grievance Procedure, Harassment and Bullying Policy, Code of Conduct, Smoking in the Workplace Policy Exit Interview Procedure, Recruitment and Selection Policy, Breastfeeding and Return to Work Policy, Career Break Scheme, Homeworking, Special Leave, Relocation, Disciplinary Policy and Procedures and Whistleblowing; and to recommend the adoption of Disclosure Scotland Policies, a Drugs and Alcohol Policy and an Enhanced Annual Leave Scheme.

2. BACKGROUND

- 2.1 East Ayrshire Leisure adopts and follows the Human Resources (HR) and Employment policies established and developed by East Ayrshire Council. The Trust also benefits from professional support from the Council's Human Resources employees as part of the Service Level Agreement. The Council has a Policy Review Schedule for reviewing the employment policies whereby all employment policies are subject to an annual desktop review to assess whether a more detailed review is required. The desktop review takes account of operational experience or impending legislative changes. Outwith this, the Policy and Procedures have a full scheduled review on the three year anniversary of the date of approval by Cabinet.
- 2.2 Accordingly, as part of this ongoing review of the HR and employment policies, several changes to existing policies and three new policies are required to ensure that the Trust continues to take account of new legislation and reflect best human resources practice.
- 2.3 The Council has a well-established process for Trade Union and staff consultation and approval of HR policies.

3. MAIN CHANGES AND ISSUES FOR CONSIDERATION

3.1 Full policy documents will be available via the Trustees' portal. The main proposed changes to each Policy are highlighted below:

3.2 GRIEVANCE PROCEDURE (Appendix I)

- 3.2.1 The main changes relate to the following sections:
 - Under Section I (General Principles) a new paragraph at 1.4 has been added advising that the
 individual must provide sufficient and relevant information at all stages of the procedure to allow
 it to be properly considered.
 - Under Section 3 (Exceptions) a new paragraph at 3.4 has been added which states that the Grievance Procedure should not be used for any complaint of harassment and bullying. These will be dealt with under East Ayrshire Leisure's Harassment and Bullying Policy.



- Under Section 3 (Exceptions) a new paragraph at 3.5 has been added which states that a complaint raised by an employee against a work colleague will be excluded and should be raised with their Line Manager who will investigate.
- Under Section 3 (Exceptions) a new paragraph at 3.7 has been added which states that the Grievance Procedure should not be used for any matter which is covered by a procedure internally or externally which affords an employee the right of appeal under that policy.
- Under Section 5 (Grievance Process Stage 2 Level Chief Executive) at the first paragraph it has been added that if an employee proceeds to Stage 2 of the Grievance Procedure then they must detail their reasons if they have not raised their grievance at Stage 1 of the procedure.
- The Grievance form must also clearly outline the elements of the Stage I outcome that have not been satisfactorily resolved and any matters upheld at Stage I should not be included in the Stage 2 submission.
- Under Section 5 (Grievance Process Stage 2 Level Chief Executive) after the second
 paragraph it has been added that comprehensive information must be provided on the form
 GP/I to allow the matter to be fully considered and that if the Chief Executive (or nominated
 senior officer) does not consider the information contained on Form GP/I to be sufficient then
 it will be returned to the employee for additional information to be provided.
- Under Section 5 (Grievance Process Stage 2 Level Chief Executive) after the third paragraph it has been added that the purpose of the Grievance Hearing is for the Chief Executive (or nominated senior officer) to gather all relevant facts and it will therefore be the decision of the Chief Executive (or nominated senior officer) to decide who requires to be present at the Grievance Hearing.
- Under Section 5 (Grievance Process Stage 2 Level Chief Executive) after the fifth paragraph
 it has been added if sufficient information has not been provided or it is considered that matters
 raised require further investigation, then the hearing will be suspended to allow further detail to
 be provided by the employee or for the Chief Executive to arrange for the matters raised to be
 investigated.
- Once the additional information has been provided by the employee or the investigation has been concluded, the hearing will be reconvened with both parties having been provided with the information in advance, where appropriate.
- Under Section 5 (Grievance Process Stage 3 Level Appeals Panel) at the first paragraph it has been added that the Grievance form must clearly outline the elements of the Stage 2 outcome that have not been satisfactorily resolved and any matters upheld at Stage 2 should not be included in the Stage 3 submission.
- Appendix I (GP/I form) has been updated to confirm that an employee can also obtain assistance in completing the form from their Trade Union Representative.
- It has also been added that comprehensive information must be provided to allow the Grievance to be fully considered.
- Boxes have been added for the employee to indicate if the Grievance has been considered at Stage I of the procedure and if not a section has been added for the employee to provide a reason for this.



• Appendix 2 (Appeal Panel – Stage 3 Grievance Procedure) paragraph 1.2 has been amended from "represented by any other person of their choice" to "work colleague" to be consistent with other stages of the Grievance procedure.

3.3 HARASSMENT AND BULLYING POLICY (Appendix 2)

- 3.3.1 The main changes relate to the following sections:
 - Inclusion of Third Party Harassment as per the Equality Act and ACAS Guidance;
 - Inclusion of mediation as a means of attempting to resolve the issues informally;
 - Increasing the timescale for the conclusion of the investigatory process from 15 working days to 20 working days;
 - Incorporating face to face feedback where the case has not been upheld to explain the decision;
 - Introducing a right of appeal.

3.4 CODE OF CONDUCT (Appendix 3)

- 3.4.1 The main changes relate to the following sections:
 - Under Section 8 (IT Security) the last section regarding the acceptance and declaration form and reference to the user handbook has been removed.
 - Under Section 13 (Use of Social Networking Media) Bebo and Friendster have been removed from paragraph 3.
 - Section 17 has been added to take account of employee's responsibilities regarding their health and safety and the requirement to report any underlying medical conditions which may have an impact on their ability to undertake their role safely.
 - Under Appendix C, the Contacts information has been updated.

3.5 SMOKING IN WORKPLACE POLICY (Appendix 4)

- 3.5.1 The main changes relate to the following sections:
 - The policy was subject to review last year and this subsequent review takes account of the smoking prohibitions in Leisure Trust Grounds in accordance with the 2013 Scottish Government document 'Creating a Tobacco-Free Generation A Tobacco Control Strategy for Scotland' which required "all Local Authorities to have a well implemented Smoke Free Policy, covering building and grounds by 2015'.
 - The revision has thus extended the smoking prohibition to include smoking in the surrounding grounds, including all vehicles parked on the grounds.
 - East Ayrshire Leisure continues to be aware that for some employees smoking is an addiction and support via Healthy Working Lives and counselling will be offered to those employees who



wish to stop smoking. (In order to ensure that employees have had sufficient time to access support and that appropriate risk assessments can be carried out, the implementation date has been set for I September 2016.) – delete

3.6 EXIT INTERVIEW PROCEDURE (Appendix 5)

- 3.6.1 The main changes relate to the following sections:
 - An online questionnaire has been developed which will be generated when an employee resigns from their post.
 - The policy has been amended to clarify that Managers in the first instance will be required to carry out Exit Interviews with their employees. However it was also noted that it may not always be appropriate for a manager to conduct the interview and in these cases Human Resources would become involved. Alternatively, the employee can choose to complete the online questionnaire themselves or a paper copy can be issued if required.

3.7 RECRUITMENT AND SELECTION POLICY (Appendix 6)

- 3.7.1 The main changes relate to the following sections:
 - Further revisions include clarification on the exit interview process that Managers in the first instance should be carrying out Exit Interviews with their employees, where they have requested a face to face discussion as noted above in the revised Exit Interview Procedure.
 - There has also been an amendment to the interview expenses form as a consequence of expenses no longer being paid by cheque, but by BACS Transfer.
 - A further revision has been made in relation to references to remove the requirement to seek references from shortlisted candidates. References are now only being requested from the recommended candidate.
 - Finally a revision has been made to this policy as a result of the introduction of the East Ayrshire Council Corporate Parent Guaranteed Interview Scheme. A branching question was added to the application form as East Ayrshire Council now operates a guaranteed interview scheme for young people under age 26 who are or have been looked after by East Ayrshire Council. If they meet the necessary job requirements they will be guaranteed an interview. East Ayrshire Leisure is following this initiative.

3.8 BREASTFEEDING AND RETURN TO WORK POLICY (Appendix 7)

- 3.8.1 The main changes relate to the following sections:
 - 6.2 has been amended to highlight that a suitable fridge for storage of expressed breastmilk must be provided.
 - In accordance with ACAS guidance, the policy has been amended to reflect that East Ayrshire Leisure should be providing a place to lie down.



3.9 CAREER BREAK SCHEME (Appendix 8)

This policy was reviewed in 2015 and approved by Cabinet at its meeting of 23 September 2015, when the opportunity for Intensive Fostering within the Council was introduced. East Ayrshire Leisure is supportive of this initiative and has therefore incorporated this into their Career Break Policy. The Scheme has now been fully reviewed and found fit for purpose therefore there are no further changes proposed.

3.9.1 The main changes to the policy in September 2015 were as follows:

• WHAT IS A CAREER BREAK (SECTION 2.1)

An additional reason for having a career break has been added to reflect needs within the community for Intensive Fostering of our Children and Young People.

Accordingly, the following has been added:

Participate in the East Ayrshire Health & Social Care Partnership Intensive Fostering Scheme (up to 5 years).

LENGTH OF BREAK (SECTION 4.3)

An additional paragraph outlining the time frame applicable to career break for participation in Intensive Fostering Scheme has been added.

If the reason for the career break is to participate in the East Ayrshire Health & Social Care Partnership's Intensive Fostering Scheme, then the career break can be for a period of up to 5 years as set out at Section 2.1.

• MATERNITY/ADOPTION LEAVE AND CAREER BREAKS (SECTION 11.2)

Confirmation that following a period of Career Break for the purposes of Intensive Fostering, can be followed by a period of Adoption Leave where that is appropriate and that East Ayrshire Leisure's Policy on Maternity/Adoption & Shared Parental Leave would be followed.

• OTHER EMPLOYMENT AND CAREER BREAKS (SECTION 12.3)

Confirmation that a career break for Intensive Fostering is not considered as other employment has been added at 12.3 of the scheme.

Participation in the East Ayrshire Health & Social Care Partnership's Intensive Fostering Scheme does not constitute other employment.

• APPLICATION PROCEDURE (SECTION 15.2)

Clarification of the application process has been added, outlining that there may be occasions when the 3 month time frame cannot be met, and that these occasions will be taken account of and considered.

Applications for Career Break should normally be submitted in writing at least 3 months prior to the start of the proposed career break, however the Council recognises that there may be occasions where this time frame may not be met and due consideration will be given.

3.10 HOMEWORKING (Appendix 9)

- 3.10.1 The main changes relate to the following sections:
 - All references to department(s) have been replaced with service(s). All wording of "introduction" or "introducing" the policy has been replaced with "offer" or "offering", and "establish" to "maintain". Personnel has been replaced with Human Resources.



- Paragraph 1.6 has been added to confirm the Policy will apply to all employees
- Paragraph 2.1 has been updated to indicate there are two types of homeworking namely 2.1.1 Occasional or ad-hoc homeworking and 2.1.2 Formal Homeworking.
- Paragraph 3.2 point 3 now includes assisting an employee experiencing short term emergency travel problems.
- Section 2 Paragraph 4 has been added to clarify the criteria for formal homeworking.
- Paragraph 4.1 Point 2 has been updated to include "following 26 weeks of employment".
- Paragraph 4.2 Deletion of wording which did not enable the employees to request a further period of homeworking if it had ceased at their request.
- Paragraph 5.1 Conditions to include access to the employee's home e.g. for visits by Managers.
- Paragraph 6.8 has been updated to reflect the change that the Human Resources Service will
 maintain a register for both homeworking posts and formal homeworking employees.
- Paragraph 6.9 new paragraph to explain that Managers will be responsible for collating the costs of
 installation, maintenance etc. of equipment, and monitoring of this would be the service and
 submitted to Human Resources on a quarterly basis.
- Paragraph 10.1 Equipment & IT Facilities this has been updated to note that the employee is responsible to provide and maintain the connection and not be supplied by the employer for e.g. intranet, e-mail etc.
- Paragraph 10.3 has been updated in relation to risk control measures, fines/penalties, Data Protection, data held/lost, theft of equipment/data, records etc.
- Paragraph 11.2 Health and Safety split between paragraph 11.2 and 11.4
- Paragraph 11.3 has been added to reflect managers' responsibility of risk assessments, control measures, PPE required and health of the homeworker and their family.
- Paragraph 11.4 added to reflect risk assessment requirements
- Paragraph 11.5 added to reflect lone working/underlying health conditions
- Paragraph 11.6 added to reflect equipment for inspection, testing and maintenance
- Paragraph 11.7 added to reflect requirement for PAT testing and requirement of managers.
- Paragraph 11.8 previously 18.2 employees responsibility for Health and Safety.
- Paragraph 18 Health & Safety Employee Responsibility
- Paragraph 18.2 updated to inform the Health and Safety Executive Guide on Homeworking is available from Health & Safety.
- Paragraph 20.2 Insurance added in relation to risk management guidance.



3.11 SPECIAL LEAVE (Appendix 10)

- 3.11.1 The main changes relate to the following sections:
 - Parental Leave change from Up to 13 weeks unpaid leave for a child up to 5 years; Up to 18 weeks unpaid leave for a child up to 18 years where the child is disabled to Up to 18 weeks unpaid leave.
 - Care of Dependents a section has been added to include up to 3 paid leave if near relative has a life threatening illness.
 - Medical Treatment paid time off to attend physiotherapy appointments has been amended to paid time off to attend 6 physiotherapy appointments.
 - Domestic Emergencies the reference to unpaid leave has been amended to reasonable unpaid time
 off
 - Jury and Witness Service provision added for unpaid leave to attend court for a civil action.
 - Reservists further to the provision for up to 15 days paid leave to attend a training camp there has been an addition that unpaid leave can be granted if further time required and unpaid leave can be granted when in receipt of a call-out notice.
 - Sporting events provision added for Senior Manager to be able to grant unpaid leave to attend a sporting event where the employee is not representing their country.
 - Religious Festivals & Spiritual Observance option to request unpaid leave to celebrate festivals or attend ceremonies extended to all employees.
 - Visiting relatives overseas Previous provision allowing employees to carry forward 50% of leave to
 next leave year or be granted unpaid leave has been amended to using annual leave or being granted
 reasonable unpaid leave at the discretion of Senior Manager. In exceptional circumstances employees
 may be permitted to carry forward the balance of their annual leave to the next leave year provided
 they have taken the statutory minimum of 28 days (pro-rated for part-time staff).

3.12 RELOCATION (Appendix 11)

- 3.12.1 The main changes relate to the following sections:
 - The policy title has been changed from Relocation Expenses Scheme to Relocation Expenses Policy and all references to scheme have been removed throughout.
 - All references to Executive Director, Head of Personnel, Personnel Officers and Personnel Services have been replaced with Chief Executive, Head of Human Resources, Human Resources Officers and Human Resources Service.
 - Paragraph 2.3 (Eligibility), reference to craft operatives was removed and amended to all East Ayrshire Leisure Trust employees.
 - Paragraph 3.5 (General Principles) which referred to East Ayrshire Leisure employees leaving the service for reasons of discipline or voluntary service was removed. All employees will be required to repay relocation expenses if they leave East Ayrshire Leisure within one year of the date of the last expense claim paid.



- Paragraph 3.5.1 (Travel on Day of Removal) was removed which allowed 2 days paid leave for the move.
- Paragraph 8 (Appeals Procedure) has been changed to 'Complaints'.
- Appendix 3 (Relocation Expenses Undertaking) has been updated in line with Paragraph 3.3 that all
 employees will be required to repay relocation expenses if they leave East Ayrshire Leisure within
 one year of the date of the last expense claim paid.

3.13 DISCIPLINARY POLICY AND PROCEDURES (Appendix 12)

- 3.13.1 The main changes relate to the following sections:
 - Paragraph 2.3 (Introduction) has been updated to state that the Policy will apply to Casual Workers during periods when they are undertaking work for the Trust.
 - New paragraph 2.4 (Introduction) has been added to confirm that employees transferred to the Trust under TUPE will be covered by their existing Disciplinary Policy.
 - An Investigation/Disciplinary Template Form has been introduced for completion by the Investigating
 Officer and Disciplining Officer (appendix 3)
 - Paragraph 6.2 (Informal Action) has been updated to remove the employee can be represented at such a meeting.
 - A new paragraph 6.3 (Informal Action) has been added to confirm that when informal action is taken following an investigation then the employee can be represented at the meeting to discuss this, if they so wish.
 - Paragraph 7.I (Complaint and Investigation) has been updated to include that the Investigating Officer should complete the Investigation/Disciplinary Template Form.
 - Paragraph 7.7 (Complaint and Investigation) has been amended to reflect that where practicable the employee will be notified in writing and that full details of the allegation(s) will be provided.
 - Paragraph 8.3 (Investigatory Interview) has been updated with an additional bullet point that an
 extract of the note of an investigation will be produced and the employee asked to sign this if the
 investigation involves another employee.
 - Paragraph 11.1 (Receipt of Investigatory Report) has added a timescale of 10 work days for the Disciplining Officer to decide if the matter is proceeding to discipline.
 - Paragraph 14 (Arranging the Hearing) has added that the reason for the Disciplinary Hearing should be consistent in all letters and if an allegation has been added or removed the employee has to be notified of this.
 - Paragraph 14 (Arranging the Hearing) has been updated to remove that the letter to the employee will advise if management intend to call any witnesses and a bullet point added that the Disciplining Officer may call witnesses e.g. a technical witness.



- Paragraph 15 (Conducting the Hearing) has been amended to a copy of the note of the Hearing will be provided to the employee if requested.
- Paragraph 21 (Written Notification of Decision) has been added to advise that the letter confirming dismissal should include the other options that were considered.
- Paragraph 21 (Written Notification of Decision) a bullet point has been added to reflect where there
 are a number of allegations.
- Paragraph 27.2 (Statutory Registration Bodies) has been amended to reflect that advice should be sought from Human Resources.
- Paragraph 35.1 (Training) has been amended to reflect that if a manager has not conducted an Investigatory Interview or chaired a Disciplinary Hearing within a 3 year period then the must attend refresher training.
- Appendix 2 Appeals Hearing procedures Part 7, Paragraph 25 (Decision) has been amended to reflect that the decision will be confirmed in writing within 5 working days.
- The Manager's Guide and Employee Guide to the Disciplinary Policy and Procedures will be updated to reflect the above changes to the existing Policy.

3.14 WHISTLEBLOWING (Appendix 13)

- 3.14.1 The main changes relate to the following sections:
 - All reference to Executive Director has been replaced with Chief Executive.
 - All reference to Head of Services Legal, Procurement and Regulatory Services as the Monitoring Officer has been replaced with Chief Governance Officer.
 - Under Section I (Policy Statement), paragraph 1.2 has been updated to include the Enterprise and Regulatory Reform Act 2013.
 - Under Section I (Policy Statement), paragraph I.5, the words "to realise that they not only have the right" have been deleted.
 - Under Section I (Policy Statement), paragraph 1.7 referring to employee's raising a concern in good faith has been removed in line with the Enterprise and Regulatory Reform Act 2013.
 - Under Section 2 (Definition of Whistleblowing), paragraph 2.1 has been amended to include that the disclosure is in the public interest and relevant failures have been replaced by protected disclosures.
 - Under Section 2 (Definition of Whistleblowing), a new paragraph 2.2 has been added to advise that an employee cannot be dismissed as a result of whistleblowing if when making a protected disclosure they think that what they are reporting is true and that they are telling the right person.
 - Under Section 3 (General Principles), paragraph 3.1 has been amended to include bank workers, agency workers and people who are training with the Council but not employed.



- Under Section 3 (General Principles) paragraph 3.2, the last bullet point has been amended to delete reference to in good faith.
- Under Section 3 (General Principles), a new paragraph 3.4 has been added to advise that employees should not mistreat those who whistleblow as any breach of this may be dealt with under East Ayrshire Leisure's Disciplinary Policy and Procedures (protection from co-workers was introduced by the Enterprise and Regulatory Reform Act 2013).
- Under Section 3 (General Principles), paragraph 3.6 has been deleted.
- Under Section 3 (General Principles), a new paragraph, 3.7 has been added to advise that any complaints about breaches of employees' own contracts of employment should be raised as a grievance under East Ayrshire Leisure's Grievance Procedure.
- Under Section 6 (Advice and Guidance), paragraph 6.1, the designation of the Council's Monitoring Officer has been added for information.
- Under Section 6 (Advice and Guidance), a new paragraph 6.3 has been added to advise that employees should not mistreat a colleague who submits a protected disclosure under the Whistleblowing Policy.
- Under Section 12 (Raising a Concern Externally), the title of this paragraph has been changed from 'How the Matter can be Taken Further'.
- Under Section 12 (Raising a Concern Externally), paragraph 12.2 has been removed and a new section added regarding protection when making a complaint externally.
- Under Section 12 (Raising a Concern Externally), a new paragraph 12.3 has been added regarding independent advice from the charity Public Concern at Work.
- Under Section 13 (Record Keeping), paragraph 13.2, the words "by office shredder or by confidential waste disposal" have been deleted; and "departmental retention schedule" has been replaced with "East Ayrshire Leisure's Retention Policy".
- Under Section 14 (Media Contact), paragraph 14.2, Head of Demographic Services has been replaced by Communications Manager.
- Under Section 14 (Media Contact), paragraph 14.3, has been updated to direct employees to full details on protection for media disclosure and for independent advice.
- The list of Designated Officers at the end of the Policy has been updated to reflect the current management structure.

3.15 DISCLOSURE SCOTLAND (Appendix 14)

- 3.15.1 There are 3 policies/procedures within the heading Disclosure Scotland:-
 - Secure Handling, Use, Storage, Retention and Destruction Policy
 - Protection of Vulnerable Groups Referral Procedure
 - Protecting Vulnerable Groups & Baseline Personal Security Standard
 Policy & Procedure



- 3.15.2 A desktop review was completed on the policy relating to the secure handling, use, storage, retention and destruction of Disclosure information as well as the referral procedure for the Protection of Vulnerable Groups and were found fit for purpose therefore there are no changes proposed.
- 3.15.3 The Protecting Vulnerable Groups policy and procedure has been reviewed to incorporate Baseline Personal Security Standard policy and procedure. This now contains all the elements required for an East Ayrshire Leisure policy on the management of employees in relation to Protecting Vulnerable Groups and Baseline Personal Security Standards including areas such as safer recruitment, regulated work, process for completing a PVG or Disclosure check, payment of fees and lists of posts covered by the range of checks.

3.16 DRUGS AND ALCOHOL (Appendix 15)

- 3.16.1 This is a new policy which provides a framework for dealing in a supportive manner with employees whose use of alcohol or drugs has a detrimental effect on their health, work performance, conduct, attendance and health and safety at work. It complements the Trust's Health and Safety Policy and commitment to the Healthy Working Lives programme.
- 3.16.2 The policy is built on current practice and, aside from the introduction of testing, it sets out in one document the existing arrangements that are applied in response to issues which may arise in relation to alcohol or drug use by employees which impact on their work. It also brings together aspects of the Sickness Absence Management Policy and the Disciplinary Policy and Procedures.
- 3.16.3 It is proposed to introduce alcohol and drug testing where a manager has reasonable cause to suspect that an employee is under the influence of alcohol or drugs while at work. The testing will be carried out by a fully accredited independent specialist provider in conjunction with the Occupational Health Service. A qualified Technician will arrange to attend the workplace within 2 hours of contact to undertake the test. The manager will be advised of immediate results and also further laboratory test results within 48 hours. This will inform discussion with Human Resources and the employee and allow an appropriate course of action to be determined.
- 3.16.4 The policy sets out the support measures and opportunities for referral to appropriate agencies for employees who have an addiction related problem. It also confirms the arrangements for matters to be dealt with under East Ayrshire Leisure's Disciplinary Policy and Procedures for employees who are found to be under the influence of alcohol or drugs during the course of their duties.

3.17 ENHANCED ANNUAL LEAVE POLICY (Appendix 16)

- 3.17.1 As part of East Ayrshire Leisure's commitment to flexible working, this scheme allows employees the opportunity to supplement their existing annual leave entitlement.
- 3.17.2 East Ayrshire Leisure recognises the growing demands placed on employees to try to achieve a work-life balance and by allowing flexibility in working arrangements, can assist with accommodating individual circumstances in line with the needs of the service.
- 3.17.3 The scheme allows employees to buy annual leave through the purchase of additional hours to increase their leave entitlement. Many employees, especially those on basic annual leave entitlement, could choose to enhance their existing entitlement by buying and using them throughout the leave year.



3.17.4 The leave that can be bought is in blocks of a week to a maximum of 2 weeks, i.e. 2 x the equivalent of an employee's contractual hours, e.g. 35 or 37 hours for full time employees, pro-rata for part-time employees.

4. UPDATE ON PROGRESS OF THE POLICY REVIEW SCHEDULE

- 4.1 Annual desktop reviews have been carried out in relation to the Maternity and Shared Parental Leave Scheme, Flexible Working Policy, Domestic Abuse, Carer's Leave and Redeployment Policy and it has been determined that no changes are required at this time. Therefore at this time these policies will simply be rebranded as East Ayrshire Leisure policies. Further reviews will be conducted next year in accordance with the Policy Review Schedule or in line with Service needs and/or legislative changes.
- 4.2 Progress to date from the Policy Review Schedule for reviews that have been started, but are not yet concluded are highlighted below:
- 4.2.1 **Redundancy Policy** The scheduled review of the Redundancy Policy has been deferred and a desk top review has been undertaken that determined that no changes are required at this time. A full review will be scheduled during 2017.

5. REVISED POLICIES

- 5.1 All documentation used in the existing Policies will be updated to reflect the proposed changes, and full policy documents will be available via the Trustees' Portal.
- 5.2 The revised Policies will continue to assist the Trust to achieve and sustain a corporate and consistent approach thereby assisting the Trust to operate effectively and deliver quality services.

6. POLICY/LEGAL IMPLICATIONS

6.1 The adoption of the proposed revisions will ensure that the Trust continues to meet its responsibilities as an employer in accordance with the national collective bargaining arrangements.

7. FINANCIAL IMPLICATIONS

7.1 There are no direct financial implications arising from the implementation of the revised Scheme.

Recommendation/s:

It is recommended that the Board:

- i. Approve the sixteen updated and new HR policies;
- ii. Note the policies which are being rebranded; and
- iii. Otherwise note the content of this report.

Signature:

Designation: Chief Executive

Date: 22 November 2016



PERFORMANCE REPORT JULY - SEPTEMBER 2016

Date: 29 November 2016

Agenda Item: 6

Report By: John Griffiths, Chief Executive

Summary

This report provides the Board with a summary of the performance of Trust services for the period July to September 2016 and highlights any significant aspects of performance for Trustees' consideration.

I. BACKGROUND

1.1 The attached East Ayrshire Leisure Performance report presents an overview of the Trust's performance for the period July to September 2016.

2 REPORT HIGHLIGHTS/ISSUES

- 2.1 ACTION PLAN PROGRESS
- 2.1.1 Significant progress has been made towards the achievement of action plan objectives, programme development activities have been particularly successful in maintaining attendance figures. An indication of performance against targets is now included for each action.
- 2.2 FINANCIAL PERFORMANCE
- 2.2.1 A surplus of £52,230 is currently projected and it is envisaged that this amount will be utilised to assist in the management of the £141,090 budget savings yet to be identified in 2016/17.
- 2.3 PERFORMANCE SCORECARD
- 2.3.1 The EPMS Performance Scorecard shows expected levels of performance across the main measured priorities. There are two indicators showing as Red Action Required, and these relate to overall expenditure to date and attendances at Sport and Community Venues.
- 2.4 RISK REGISTER
- 2.4.1 There are no issues relating to the current Risk Register. An updated Risk Register developed through discussions with Trustees at the session held on 26 October will be included in future Performance reports.
- 2.5 ADDITIONAL INFORMATION
- 2.5.1 In accordance with previous discussions, detailed information regarding Health & Safety, Attendances and Absence levels is now be available via the Trustees' portal.
- 2.5.2 Further information regarding the financial performance of the Hospitality Service is included as Appendix I to the performance report as previously requested.



Recommendation/s:

It is recommended that the Board:

- i. Approve the East Ayrshire Leisure Performance report for July to September 2016; and
- ii. Otherwise note the content of this report.

Signature:

Designation: Chief Executive

Date: 15 November 2016



East Ayrshire Leisure Performs July - September 2016













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PROGRESS AGAINST 2016-19 ACTION PLAN

Key: RED (REQUIRES INTERVENTION) AMBER (WITHIN TOLERANCE) GREEN (POSITIVE PERFORMANCE)

STRATEGI	C OBJECTIVE ONE – TO BE RECOGNIS	SED AS A PROVIDER OF HIGH QUALITY SERVICE	ES AND FACILITIES THAT ARE WELL USED
ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW/HIGHLIGHTS AT 30 SEPT 2016
EAL I.I	Increase Customer Satisfaction levels POSITIVE PERFORMANCE:	Show annual customer satisfaction improvements each year of Business Plan	Market Research consultant appointed October 2016
EAL 1.2	Increase attendance levels/ticket sales through programme development both in person and online. WITHIN TOLERANCE: ATTENDANCE FIGURES HAVE INCREASED BY 1% ACROSS THE VENUES DURING SIX MONTHS.	Increase levels of attendance/ticket sales by 5% over the term of the business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan	 Wide range of exhibitions/events/activities delivered across the Trust that have helped to support an increase in attendance during the quarter from previous year across all areas of operation. Examples include 'Art of Collection'; 'Angels ,Myths and Fables'; 'Cumnock 2016' and 'Industry and Heritage' exhibitions; Bookbug events across Libraries; 'Our Ladies of Perpetual Succour' and 'Democracy' at the Palace Theatre; Countryside Summer Programme; DCCP Pet Show; The River Ayr Way Challenge and the DCCP Harvest Festival £40K Funding bid being prepared to support design upgrade of www.futuremuseum.co.uk with project partners – Bid will be completed October 2016. £200K funding bid to Ayrshire Leader submitted for Love Cumnock, 2 year project to support the Cumnock Library, Cumnock Town Hall and Baird Institute programmes. Future Museum (www.futuremuseum.co.uk) visits have increased by 5% during the six month period. East Ayrshire Leisure.com visits have fallen by 7% during the six month period.
EAL 1.3	Achieve new quality standards and/or maintain current Accreditation standards POSITIVE PERFORMANCE	Visit Scotland: 4 star: Doon Valley Museum 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum	 Dick Institute awarded 4 star grading. (upgraded from 3 star) Palace and Grand Hall awarded 4 star grading (new rating)

Arts Council England Museum Accreditation: Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained.	£45K Funding bid being prepared to support investment in new Collection management System – Bid will be completed October 2016
Collection Significance: Musical Instrument/Burns Collections maintained.	£60K funding bid to Museums Galleries Scotland is being prepared to support investment in display at Dean Castle which will support wider development.
How Good Is Our Public Library Service: 2016/17 – I indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	Programme under review by national library group.
British Computer Society Accreditation: Maintain annual accreditation	Accreditation achieved in April 2016 for 2016/17.
UKA: Maintain Certification at Ayrshire Athletics Arena	Date for re-assessment May 2017
FIFA: Certification of all Synthetic Grass Pitches	East Ayrshire Council arranging certification.
Maintain status as RLSS Approved Training Centre	 Working towards external verification process and will be completed by March 2017 as RLSS now complete external verifications every 18 months instead of 12 months.
Gain Green Flag award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.	 Assessment scheduled for Dean Castle Country Park in July 2017 Assessment scheduled for Annanhill Golf Course in 2018
UKactive: achieve membership criteria	UKactive membership status achieved. East Ayrshire Leisure now an employer partner with the Chartered Institute for the Management of Sport and Physical Activity

EAL 1.4	Maintain and sustain high level partnerships that support service delivery and improvement. POSITIVE PERFORMANCE	Maintain current partnership network.	 In discussions with University West of Scotland and Ayrshire College to set up formal partnerships across several areas of operation including, Marketing, Libraries, Countryside and Cultural. Formal agreement has now been reached with Ayrshire College to operate the practical aspects of their horticultural and arboricultural courses from DCCP. Students will begin on site on 24th October.
			Local Record Centre Partnership has been established with North and South Ayrshire Councils to develop an on-line biological record centre for the region
			Future Museum partnership will be expanded to include Inverclyde Council.
			Marketing team - new partnership with Ayrshire College's IT department working with students on App development and data analysis
EAL 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	 A process has been established to ensure gas and electricity meter readings are gathered for all facilities. Reports are collated and any issues are raised with the Team Leaders.
	POSITIVE PERFORMANCE		 Reduce energy costs by utilising the following: (a) Audit – Ensure the accuracy of energy costs (b) Monitor – Examine energy use to detect and prevent waste (c) Improve – Increase the efficiency of energy use

STRATEGIC OBJECTIVE TWO – TO ENHANCE PEOPLE'S HEALTH AND WELLBEING THROUGH PARTICIPATION			
ACTION ACTION NO	TARGET	PROGRESS AT 30 SEPT 2016	
EAL 2.1 Increase general participation /attendance levels across service areas WITHIN TOLERANCE: ATTENDANCE / PARTICIPATION FIGURES HAVE INCREASED BY 1% ACROSS THE VENUES DURING SIX MONTHS	Increase participation/ attendance levels by 5% over the term of the Business Plan. Increase participation/ attendance levels by 5% over the term of the Business Plan.	 Wide range of exhibitions/events/activities and workshop related activity delivered across the Trust that have helped to support an increase in attendance/participation during the quarter across all areas of operation. Created new workshop and education focus around our core venues resulting in more opportunities for participation Examples include using Thursday evenings as a key event day in Cultural venues; family events at the Baird, Writers' Days, Summer Reading Challenge events and Visual Art and Performing Arts workshop focus at Dick Institute, Palace and Cumnock. New Countryside Conservation Group has been established at DCCP and meets weekly. Sports activity programme offering reviewed with new activities on offer including summer programme which was delivered at 10 Sport and Community Venues with over 10,000 attendances recorded over 6 weeks. Working in partnership with the Kilmarnock Harriers and EAC Vibrant Communities to co-ordinate and deliver East Ayrshire Schools Cross Country event and Primary School Sportshall Athletics competition at the Ayrshire Athlectics Arena. Both programmes offer a pathway to club athletics at the AAA. To meet customer demand, two new children's football classes were introduced at Stewarton Sports Centre, with Auchinleck Leisure Centre now offering Rookie Lifeguard and Loudoun Leisure Centre now offering bootcamp style fitness sessions. Promotional packages undertaken to increase summer programme attendances including 15,000 brochures distributed to schools and at major events, advertising within Primary Times and other publications distributed at the Open, radio campaigns £30K Funding bid submitted to Scottish Library and information Council was unsuccessful and will resubmit when library redevelopment takes place at the Dick Institute. 	

EAL 2.2	Increase opportunities for/numbers of young people (12-25) using our services. POSITIVE PERFORMANCE	 Increase by 1% each year number of young people using our service areas. Raise £50Kexternal funding during life of Business Plan to support programmes aimed at young people. Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities. Offer reduced cost/free access to facility/project use for targeted groups of young people. Carry out project surveys to measure behavioural change impact in 2016/17/18/19 	 New programme focus aimed at engaging this age range through Make some Noise, Gaelic Project, Youth Theatre and Ayrshire Youth Arts Network project raising in total £23K. Cumnock Youth Arts network workshops and events have helped to support a targeted programme of young people's theatre and performance. It has attracted 526 young people. Minecraft workshops were introduced across the library network and are now a regular feature of our programme. 126 weekly sessions are on offer for those age 12 plus to participate in a wide range of sport and fitness activities. Session are delivered directly by East Ayrshire Leisure or in partnership with local sports clubs and organisations. 4 new activities delivered at Loudoun Leisure Centre, Doon Leisure Centre, and Stewarton Sports Centre. Boxercise, Rookie Lifeguard, Piyo and yoga.
EAL 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities. POSITIVE PERFORMANCE	 Apply audit findings where appropriate, in 2017/18/19 Support people using our facilities/ programmes with mixed ability needs. 	 Working with Willowbank School to develop an outdoor learning area within Dean Castle Country Park which has been specifically adapted for mixed ability needs and will be used to support young people achieve a John Muir Award. A funding application of £2K has been submitted to the Greggs Foundation for this project. Dean Castle awarded £1.5M from HLF towards the modernisation and restoration project. Working in partnership with the Ayrshire Sportsability charity to deliver the annual week-long Sportsability Games at the Ayrshire Athletics Arena for children and adults with physical, sensory and learning disabilities.
EAL 2.4	Increase opportunities for/numbers of older people (60+) using our services. POSITIVE PERFORMANCE	 Increase attendance by older people by 1% each year. Ensure we have programmes that are attractive to older users. Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire & Arran, Vibrant 	 New Homewords service now fully operational and is working with 150 individuals and 5 care homes in the first two months of operation. Worked with History group in Cumnock for regular programme of talks at The Baird and also at Doon Valley Museum. Worked with Cumnock Action Plan group to develop the Love Cumnock bid for Ayrshire Leader. Working extensively with groups across Palace and Grand Hall and libraries supporting 60+ programmes. Examples include Opportunities In Retirement

Communities.	groups, Chit Chat Clubs, IT workshops across library network.
	 New adult badminton games session available at Stewarton Sports Centre, offering coaching and gameplay and pilot walking football sessions now in place for over 50s

ACTION NO	ACTION	TARGET	PROGRESS AT 30 SEPT 2016
EAL 3.I	Increase visitor attendance at our key tourist attractions: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall POSITIVE PERFORMANCE: ATTENDANCE FIGURES HAVE INCREASED BY 5% IN THE FIRST SIX MONTHS FOR THE LISTED VENUES AND IS ON TARGET	 Increase levels of visitor attendance in line with targets set in local Tourism Strategies. Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events. Submit external funding bids to support tourism development across our facilities/venues. Maintain and develop partnership working with Visit Scotland/ Eventscotland to support our programmes. 	 Worked with EAC Tourism Officer on various projects and will integrate this work into East Ayrshire's Tourism Action Plan. Dean Castle awarded £1.5M from HLF towards the modernisation and restoration project. Submitted a £200k bid to Ayrshire LEADER for the development of the Rural Life Centre at DCCP and £90k to the Scottish Rural Development Programme as contribution to the DCCP Green Network Strategy Continuing to invest in programme development to ensure we have high quality exhibitions and events in our venues. Examples include 'Art of Collection'; 'Angels, Myths and Fables'; 'Cumnock 2016' and 'Industry and Heritage' exhibitions. 'Our Ladies of Perpetual Succour' and 'Democracy' at the Palace Theatre; Marketing attendance at Tourism Industry Leader Group, sitting on branding and marketing sub-groups. Attending EAC's Tourism Advisory Group meetings Attending EAC's Corporate Events Working Groups meetings EventScotland bid for Year of Heritage for October was unsuccessful but project has received support from Creative Scotland so will take place in 2017.
EAL 3.2	Work with local groups to add value to the tourism offer.	Work with 4 groups each year to support community development and to	 Worked with Dalmellington Community Council, Irvine Valley Regeneration Partnership and Kilmaurs Community Council in the organisation of the

	harness local knowledge.	Annick Valley, Irvine Valley and Dalmellington Walking Festivals which
POSITIVE PERFORMANCE		attracted over 1200 over the 3 weekends.
		The Dunaskin Heritage Trust has been supported through a programme of Countryside Ranger led walks from April to October.
		 Cumnock History Group, Mauchline Burns Club, Doon Valley Community Council to add value to our heritage offer.
		Working with the Kilmarnock Action Plan Group to develop a programme of events towards the end of October
		Worked with Cumnock Action Plan group to develop the Love Cumnock bid to Ayrshire Leader.
		EAL is represented on the Kilmarnock Town Centre Stakeholder Group to develop a programme of improvements and activities that will contribute to the tourism offer in Kilmarnock
		 Worked with the Irvine Valley Regeneration Partnership to carry out community consultation exercises to information the Irvine Valley Trails Project.

STRATEG	STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE			
ACTION NO	ACTION	TARGET	PROGRESS AT 30 SEPT 2016	
EAL 4.1	Increase levels of staff satisfaction from 2016/17 baseline. POSITIVE PERFORMANCE	 Respond to survey findings. Maintain constructive relationship with Trade Union – 6 meetings annually. Maintain absence to below acceptable level of 8 days per annum. Continue to achieve low levels of formal Grievances 	 Market Research consultant appointed October 2016 Staff Recognition Award report approved by Board. To be implemented following discussion with the Union re sponsorship of awards. Absence level recorded for July – Sept was 1.76 days. This is primarily due to long term absence. Staff are supported through regular contact and employees are referred to Occupational Health where appropriate. One formal grievance was considered by the Appeals Panel which was not upheld. 	
EAL 4.2	Increase the number of volunteering, placement and apprenticeship opportunities. POSITIVE PERFORMANCE	 6 Modern Apprenticeships during life of Business Plan subject to funding. 10 work placements during life of Business Plan 3 interns during life of Business Plan. Volunteers increase by 2% each year. 	 I young person has been on work placement at Dean Castle Country Park in Q2. This young person is now keen to pursue a career in countryside management and is planning to enrol at SRUC in the future. Between July and September, 41 volunteers took part in activities within the Country Park. Youth Theatre maintains 3 volunteers. Textile Team at Castle 10-16 volunteers. I4 week volunteer placement facilitated at the Ayrshire Athletics Arena. 	
EAL 4.3	Advance staff through training and development POSITIVE PERFORMANCE	 Increase the use of EAGER working towards 95% coverage for permanent staff. Develop training matrix for all service areas Develop bespoke e-learning modules and training courses Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations 	 The Training & Development Officer commenced on 24th October 2016. A number of Hot desks have been made available to make sure everyone has access to training modules. A bespoke "Managing Your Budget" training session is currently being developed for leisure staff. A Training Matrix that identifies mandatory training has been developed for all service areas 	

	Bespoke e-learning module covering customer care, in conjunction with EAC and is now live and being rolled out to staff.
	 Membership of the Scottish Council for Voluntary Organisations has been approved



FINANCIAL PERFORMANCE TO 30.09.16

Performance & Audit Sub Committee

2016/17 EAST AYRSHIRE LEISURE BUDGET

AS AT 30th SEPTEMBER 2016 - PERIOD 6

SIGNIFICANT VARIANCES - ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 30th September 2016 is a favourable surplus of £52,230 and it is envisaged that this will be utilised to assist in the management of the £141,090 2016/17 budget savings yet to be identified.

There are further variances within Income and Expenditure, these are closely monitored and managed within the Service - detailed analysis provided below.

TABLE A - Overall Net Position (including Income/Expenditure) for East Ayrshire Leisure analysed by Service Area

TABLE B - Overall Net Position (including Income/Expenditure) for East Ayrshire Leisure analysed by Subjective Level

TABLE C – Income Position for East Ayrshire Leisure analysed by Service Area

TABLE D - Expenditure Position for East Ayrshire Leisure analysed by Service Area

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
253,090	775,751	CHIEF EXECUTIVE & PEOPLE & FINANCE	766,170	377,398	49%	726,560	(39,610)
155,873	345,452	MARKETING & DEVELOPMENT	315,520	166,766	53%	315,520	0
1,203,272	2,518,146	CULTURAL	2,137,930	1,087,347	51%	2,137,930	0
34,725	70,265	Cultural Management	68,260	37,801	55%	68,260	0
68,005	143,656	Collection Care	149,250	68,570	46%	148,250	(1,000)
212,464	453,715	Cultural Development	427,230	177,642	42%	425,230	(2,000)
665,240	1,451,445	Libraries	1,116,440	583,393	52%	1,116,440	0
(10,878)	(19,642)	Bar & Catering	(18,600)	(7,732)	42%	(23,600)	(5,000)
233,716	418,707	Palace Complex	395,350	227,673	58%	403,350	8,000
275,861	563,385	COUNTRYSIDE DEVELOPMENT	569,470	285,538	50%	569,470	0
550,428	1,588,451	SPORT & COMMUNITY VENUES	1,681,670	668,458	40%	1,669,050	(12,620)
236,842	485,694	Sport & Community Management	536,360	271,733	51%	536,360	0
19,567	81,988	Area I	93,040	37,812	41%	93,040	0
62,169	222,808	Area 2	201,540	82,710	41%	192,700	(8,840)
101,126	194,799	Area 3	237,730	116,207	49%	237,730	0
118,554	308,712	Area 4	348,530	146,017	42%	345,620	(2,910)
10,986	12,474	Area 5	360	22,691	6303%	5,360	5,000
16,371	173,073	Golf	149,880	68,555	46%	149,880	0
17,833	87,453	Football	67,020	5,186	8%	67,020	0
(33,020)	21,450	Community Venues	47,210	(82,453)	-175%	41,340	(5,870)
2,438,524	5,791,185	TOTAL	5,470,760	2,585,507	47%	5,418,530	(52,230)
(3,015,200)	(6,001,620)	Management Fee	(5,092,410)	(2,551,030)	50%	(5,092,410)	0
(576,676)	(210,435)	TOTAL	378,350	34,477		326,120	(52,230)
0	0	Savings Yet to be Identified	(141,090)	0		(141,090)	0
0	(150,860)	Trs From Reserves	(237,260)	(87,260)		(237,260)	0
0	99,150	Designated Funds	0	0		0	0
0	0	Trs To Reserves	0	0		0	0
(576,676)	(262,145)	TOTAL (after transfer to reserves)	0	(52,783)		(52,230)	(52,230)

TABLE B - OVERALL NET POSITION

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
(848,935)	(1,892,014)	Income From Charitable Activities	(1,771,220)	(830,934)	47%	(1,689,560)	81,660
(3,015,200)	(6,001,620)	Management Fee	(5,092,410)	(2,551,030)	50%	(5,092,410)	0
(3,864,135)	(7,893,634)	TOTAL INCOME	(6,863,630)	(3,381,964)	49%	(6,781,970)	81,660
2,546,503	5,303,196	Employee Costs	5,366,320	2,745,180	51%	5,259,730	(106,590)
23,160	50,596	Transport Costs	53,910	15,860	29%	56,430	2,520
256,263	893,142	Premises Costs	835,600	208,974	25%	837,060	1,460
414,251	1,097,759	Supplies & Services	869,980	383,501	44%	839,200	(30,780)
0	18,630	Financing Costs	8,090	18,523	229%	8,090	0
0	212,400	Support Costs	0	0	0%	0	0
47,282	107,476	Governance Costs	108,080	44,404	41%	107,580	(500)
3,287,459	7,683,199	TOTAL RESOURCES EXPENDED	7,241,980	3,416,441	47%	7,108,090	(133,890)
(576,676)	(210,435)	NET POSITION	378,350	34,477		326,120	(52,230)
0	0	Savings Yet to be Identified	(141,090)	0		(141,090)	0
0	(150,860)	Trs From Reserves	(237,260)	(87,260)		(237,260)	0
0	99,150	Designated Funds	0	0		0	0
0	0	Trs To Reserves	0	0		0	0
(576,676)	(262,145)	TOTAL (after transfer to reserves)	0	(52,783)		(52,230)	(52,230)

TABLE C - INCOME POSITION

Revised Actual Income To 30/09/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Income To 30/09/16	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
(3,193)	(8,171)	CHIEF EXECUTIVE & PEOPLE & FINANCE	(2,000)	(3,162)	158%	(5,300)	(3,300)
0	(1,560)	MARKETING & DEVELOPMENT	0	(30)		0	0
(165,866)	(507,893)	CULTURAL	(456,590)	(160,167)	35%	(469,350)	(12,760)
	0	Cultural Management	0	0		0	0
(1,533)	(1,783)	Collection Care	(1,500)	(1,533)		(2,000)	(500)
(18,309)	(57,147)	Cultural Development	(23,370)	(15,154)	65%	(25,630)	(2,260)
(37,460)	(102,845)	Libraries	(79,930)	(21,253)	27%	(79,930)	0
(38,515)	(87,951)	Bar & Catering	(80,000)	(39,890)	50%	(85,000)	(5,000)
(70,049)	(258,167)	Palace Complex	(271,790)	(82,336)	30%	(276,790)	(5,000)
(49,144)	(59,188)	COUNTRYSIDE DEVELOPMENT	(58,080)	(27,027)	(27,027) 47%		20,560
(630,731)	(1,315,202)	SPORT & COMMUNITY VENUES	(1,254,550)	(640,549)	51%	(1,177,390)	77,160
(7,221)	(60,900)	Sport & Community Management	(41,510)	(22,374)	54%	(41,510)	0
(100,753)	(214,392)	Area I	(212,670)	(107,170)	50%	(212,670)	0
(42,214)	(104,750)	Area 2	(113,580)	(40,379)	36%	(63,310)	50,270
(94,979)	(223,649)	Area 3	(194,300)	(102,365)	53%	(194,300)	0
(49,586)	(111,727)	Area 4	(118,290)	(44,326)	37%	(91,300)	26,990
(94,988)	(238,809)	Area 5	(249,540)	(108,252)	43%	(249,540)	0
(153,015)	(159,940)	Golf	(131,500)	(116,783)	89%	(131,500)	0
(15,862)	(18,265)	Football	(12,660)	(9,028)	71%	(12,660)	0
(72,115)	(182,770)	Community Venues	(180,500)	(89,872)	50%	(180,600)	(100)
(848,935)	(1,892,014)	TOTAL	(1,771,220)	(830,934)	47%	(1,689,560)	81,660
(3,015,200)	(6,001,620)	Management Fee	(5,092,410)	(2,551,030)	50%	(5,092,410)	0
(3,864,135)	(7,893,634)	TOTAL	(6,863,630)	(3,381,964)	49%	(6,781,970)	81,660

TABLE D - EXPENDITURE POSITION

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
256,283	783,922	CHIEF EXECUTIVE & PEOPLE & FINANCE	768,170	380,560	50%	731,860	(36,310)
155,873	347,012	MARKETING & DEVELOPMENT	315,520	166,796	53%	315,520	0
1,369,139	3,026,038	CULTURAL	2,594,520	1,247,514	48%	2,607,280	12,760
34,725	70,265	Cultural Management	68,260	37,801	55%	68,260	0
69,539	145,439	Collection Care	150,750	70,103	47%	150,250	(500)
230,774	510,862	Cultural Development	450,600	192,797	43%	450,860	260
702,700	1,554,288	Libraries	1,196,370	604,646	51%	1,196,370	0
27,636	68,309	Bar & Catering	61,400	32,158	52%	61,400	0
303,765	676,875	Palace Complex	667,140	310,009	46%	680,140	13,000
325,005	622,574	COUNTRYSIDE DEVELOPMENT	627,550	312,565	50%	606,990	(20,560)
1,181,158	2,903,653	SPORT & COMMUNITY VENUES	2,936,220	1,309,006	45%	2,846,440	(89,780)
244,063	546,594	Sport & Community Management	577,870	294,107	51%	577,870	0
120,321	296,379	Area I	305,710	144,982	47%	305,710	0
104,383	327,558	Area 2	315,120	123,089	39%	256,010	(59,110)
196,105	418,448	Area 3	432,030	218,572	51%	432,030	0
168,139	420,439	Area 4	466,820	190,343	41%	436,920	(29,900)
105,973	251,283	Area 5	249,900	130,943	52%	254,900	5,000
169,386	333,013	Golf	281,380	185,338	66%	281,380	0
33,695	105,718	Football	79,680	14,215	18%	79,680	0
39,094	204,221	Community Venues	227,710	7,418	3%	221,940	(5,770)
3,287,459	7,683,199	TOTAL	7,241,980	3,416,441	47%	7,108,090	(133,890)
		Management Fee					0
3,287,459	7,683,199	TOTAL	7,241,980	3,416,441	47%	7,108,090	(133,890)

CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(3,193)	(8,171)	Income From Charitable Activities	(2,000)	(3,162)	158%	(5,300)	(3,300)	Favourable variance mainly relates to Bank Interest Received.
(3,015,200)	(6,001,620)	Management Fee	(5,092,410)	(2,551,030)	50%	(5,092,410)	0	
(3,018,393)	(6,009,791)	TOTAL INCOME	(5,094,410)	(2,554,192)	50%	(5,097,710)	(3,300)	
220,672	474,746	Employee Costs	665,970	300,548	45%	630,160	(35,810)	Favourable variance has arisen due to delays in filling vacancies
0	0	Transport Costs	2,750	1,185		2,750	0	
11,178	15,861	Premises Costs	14,750	14,366	97%	14,750	0	
19,469	54,599	Supplies & Services	61,620	20,059	33%	61,620	0	
0	0	Financing Costs	0	0		0	0	
0	212,400	Support Costs	0	0		0	0	
4,964	26,316	Governance Costs	23,080	44,402	192%	22,580	(500)	
256,283	783,922	TOTAL RESOURCES EXPENDED	768,170	380,560	50%	731,860	(36,310)	
(2,762,110)	(5,225,869)	NET POSITION	(4,326,240)	(2,173,632)	50%	(4,365,850)	(39,610)	
		Savings Yet to be Identified	(141,090)	0		(141,090)	0	
		Trs From Reserves	(157,440)	(7,440)		(157,440)	0	
	4,500	Designated Funds				0	0	
		Trs To Reserves					0	
(2,762,110)	(5,221,369)	TOTAL (after transfer to reserves)	(4,624,770)	(2,181,072)	47%	(4,664,380)	(39,610)	

MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	MARKETING & DEVELOPMENT	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
0	(1,560)	Income From Charitable Activities	0	(30)		0	0	
		Management Fee					0	
0	(1,560)	TOTAL INCOME	0	(30)		0	0	
113,515	236,089	Employee Costs	231,510	121,053	52%	231,510	0	
		Transport Costs	0	0		0	0	
		Premises Costs	0	0		0	0	
42,358	110,923	Supplies & Services	84,010	45,743	54%	84,010	0	
		Financing Costs	0	0		0	0	
		Support Costs	0	0		0	0	
		Governance Costs	0	0		0	0	
155,873	347,012	TOTAL RESOURCES EXPENDED	315,520	166,796	53%	315,520	0	
155,873	345,452	NET POSITION	315,520	166,766	53%	315,520	0	
	(45,380)	Trs From Reserves	(26,410)	(26,410)		(26,410)	0	
		Designated Funds					0	
		Trs To Reserves					0	
155,873	300,072	TOTAL (after transfer to reserves)	289,110	140,356	49%	289,110	0	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	CULTURAL	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(165,866)	(507,893)	Income From Charitable Activities	(456,590)	(160,167)	35%	(469,350)	(12,760)	Improved income projections due to Hospitality (£5K), Palace (£5K) and Cultural Development (£2.75K).
		Management Fee					0	
(165,866)	(507,893)	TOTAL INCOME	(456,590)	(160,167)	35%	(469,350)	(12,760)	
1,004,668	2,067,341	Employee Costs	1,809,630	936,296	52%	1,830,630	21,000	Increased Bank staff cost projections at Cumnock Town Hall (£8K) and Palace Complex (£7K) and Cultural Development (£6K) are due to staff absence and service redesign not being fully implemented. It is also linked to increased income generation and attendances.
6,053	13,711	Transport Costs	19,950	4,800	24%	19,950	0	
88,156	281,111	Premises Costs	266,410	41,000	15%	266,410	0	
253,502	628,248	Supplies & Services	456,530	246,893	54%	448,290	(8,240)	Managed reduction in reduced expenditure to offset increased bank staff costs.
	1,890	Financing Costs	4,000	18,523		4,000	0	
		Support Costs	0	0		0	0	
16,761	33,737	Governance Costs	38,000	2	0%	38,000	0	
1,369,140	3,026,038	TOTAL RESOURCES EXPENDED	2,594,520	1,247,514	48%	2,607,280	12,760	
1,203,274	2,518,145	NET POSITION	2,137,930	1,087,347	51%	2,137,930	0	
	(83,630)	Trs From Reserves	(13,220)	(13,220)		(13,220)	0	
	38,650	Designated Funds				0	0	
		Trs To Reserves					0	
1,203,274	2,473,165	TOTAL (after transfer to reserves)	2,124,710	1,074,127	51%	2,124,710	0	

COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	COUNTRYSIDE DEVELOPMENT	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(49,144)	(59,188)	Income From Charitable Activities	(58,080)	(27,027)	47%	(37,520)	20,560	Reduction in projected income due to the closure of the Country Park buildings from September 2016 leading to reduced income from catering and retail sales.
(49,144)	(59,188)	Management Fee TOTAL INCOME	(58,080)	(27,027)	47%	(37,520)	20,560	
(47,144)	(37,100)	TOTAL INCOLL	(30,000)	(27,027)	47/0	(37,320)	20,300	
245,162	461,683	Employee Costs	501,240	261,809	52%	487,410	(13,830)	Favourable variance has arisen due to delays in filling vacancies.
8,907	20,160	Transport Costs	15,530	6,700	43%	18,050	2,520	Projection based on 2015/16 figures to take account of general increases in fuel and transport costs
36,524	64,685	Premises Costs	53,370	25,010	47%	59,640	6,270	Projection based on 2015/16 out turn
30,014	67,558	Supplies & Services	48,820	19,045	39%	33,300	Managed (15,520)	Reduction in supplies and services expenditure due to closure of Country Park buildings from September 2016.
	4,090	Financing Costs	4,090	0	0%	4,090	0	
		Support Costs	0	0		0	0	
4,398	4,398	Governance Costs	4,500	0	0%	4,500	0	
325,005	622,574	TOTAL RESOURCES EXPENDED	627,550	312,565	50%	606,990	(20,560)	
275,861	563,386	NET POSITION	569,470	285,538	50%	569,470	0	
275,001	363,366	Trs From Reserves	0	205,530	30%	307,470	0	
		Designated Funds		•		0	0	
		Trs To Reserves				_	0	
275,861	563,386	TOTAL (after transfer to reserves)	569,470	285,538	50%	569,470	0	

SPORT & COMMUNITY VENUES SERVICE ANALYSIS

Revised Actual Exp. To 30/09/15	Actual Out-turn to 31/03/16	SPORT & COMMUNITY VENUES	Annual Estimate 2016/17	Revised Actual Exp. To 30/09/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(630,731)	(1,315,202)	Income From Charitable Activities	(1,254,550)	(640,549)	51%	(1,177,390)	77,160	Adverse variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council and reduction of income at Muirkirk Games Hall and Patna Game Hall.
((22 = 21)	(1.517.555)	Management Fee	(1.00 (0.00)	(/ /2 = /2)		(1.177.00)	0	
(630,731)	(1,315,202)	TOTAL INCOME	(1,254,550)	(640,549)	51%	(1,177,390)	77,160	
962,484	2,063,335	Employee Costs	2,157,970	1,125,473	52%	2,080,020	(77,950)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council, with additional costs within bank relating to staff cover for absence.
8,200	16,725	Transport Costs	15,680	3,175	20%	15,680	0	
120,406	531,486	Premises Costs	501,070	128,597	26%	496,260	(4,810)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council.
68,909	236,431	Supplies & Services	219,000	51,760	24%	211,980	(7,020)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council
0	12,650	Financing Costs	0	0		0	0	
0		Support Costs	0	0		0	0	
21,159	43,026	Governance Costs	42,500	0	0%	42,500	0	
1,181,158	2,903,653	TOTAL RESOURCES EXPENDED	2,936,220	1,309,006	45%	2,846,440	(89,780)	
1C-	1 500 451	NET DOCUTION	1 (01 (72	//0.4=0	4001	1 //0 073	(10.455)	
550,427	1,588,451	NET POSITION	1,681,670	668,458	40%	1,669,050	(12,620)	
	(21,850)	Trs From Reserves	(40,190)	(40,190)		(40,190)	0	
	56,000	Designated Funds Trs To Reserves				0	0	
FF0 427	1 (22 (2)	110 0 0 100000 100	1 (41 400	(20.240	300/	1 (20 0(2	0	
550,427	1,622,601	TOTAL (after transfer to reserves)	1,641,480	628,268	38%	1,628,860	(12,620)	

RESERVES AS AT 30 SEPTEMBER 2016

TABLE A – Summary
TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A - SUMMARY

UNRESTRICTED RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	PROPOSED DRAWDOWN	QI	Q2	BALANCE	APPROVAL	STATUS	NOTES
FIXED ASSET RESERVE	48,000		48,000				48,000			
RETAINED RESERVES	400,000		400,000	150,000			250,000			
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	63,820	30,000	93,820		0		93,820			see Table B
ALLOCATED RESERVES	123,260	289,150	412,410	0	23,430	63,830	325,150			see Table C
UNALLOCATED RESERVES	20,804	42,140	62,944				62,944			
HOLIDAY PAY PROVISION		-92,180	-92,180				-92,180			
TOTAL UNRESTRICTED RESERVES	655,884	269,110	924,994	150,000	23,430	63,830	687,734			
RESTRICTED RESERVES			73,199		(11,206)		84,405			
PENSION RESERVE			-800,000				(800,000)			
TOTAL RESERVES			198,193				(27,861)			

TABLE B – Unuseable Reserves

UNUSEABLE RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	PROPOSED DRAWDOWN	QI	Q2	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	8,110		8,110				8,110	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16
Annanhill Golf Course - Staff Welfare Facilities	38,000	6,000	44,000				44,000	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	17,710	15,000	32,710				32,710	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16.
Homewords Van		9,000	9,000				9,000	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
TOTAL UNUSEABLE RESERVES	63,820	30,000	93,820	0	0	(93,820			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	PROPOSED DRAWDOWN	QI	Q2	BALANCE	APPROVAL	STATUS	NOTES
People & Finance Administration Resources	20,000		20,000			4450	15,550	14 July 2015 Board	Ongoing	Will be used to support creation of 2 * temp Clerical post. Recruitment has taken place, now in post
People & Finance Security		4,500	4,500		2,810	180	1,510	7 June 2016 Board	Ongoing	Fortress Security Alarm
Marketing - Additional Facilities	7,000		7,000				7,000	14 July 2015 Board	Ongoing	Initial work for Auchinleck Boswell Centre is complete. Funding to be allocated to market research consultant in line with Business Plan strategic objectives.
Marketing & Development Staff	20,000	81,000	101,000		6,310	20100	74,590	14 July 2015 Board, updated I March 2016 Board	Ongoing	Visual Communications Assistant - Initial 12 months, extended to 18 months; Digital Marketing Officer for 18 months; Marketing Co- ordinator (Sport) for 18 months
Libraries Fit Out	50,000	40,000	90,000				90,000	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence Jan 2017
Wi-Fi Provision - Phase I	2,300	4,650	6,950			4560	2,390	14 July 2015 Board, updated 7 June 2016 Board	Ongoing	Wifi roll out currently in place. Additional funding now provided to ensure all libraries are covered by external funding. Upgrade of Burns House Museum to be completed.

ALLOCATED		2015/16	BALANCE 31 March	PROPOSED						
RESERVES Dick Institute/Palace Complex Programme Development	2014/15 b/f 3,960	SURPLUS	2016 3,960	DRAWDOWN	QI	Q2	BALANCE 3,960	APPROVAL 14 July 2015 Board	STATUS Ongoing	NOTES Programme took place January/February/March aimed at young people and day time use. Further programme planned in coming months.
Libraries		15,000	15,000			3660	11,340	7 June 2016 Board	Ongoing	SIRSI Upgrade
Homewords Van		5,000	5,000				5,000	7 June 2016 Board	Ongoing	Homewords Van Fit out
Palace Complex		5,000	5,000		5,000		0	7 June 2016 Board	Complete	Floor Machine @ Grand Hall
Sport & CV Saffing		99,000	99,000		9,310	16610	73,080	l March 2016 Board	Ongoing	Team Leader for 18 months + Co-ordinator for 12 months
Annanhill Golf Course - 4th Green	20,000		20,000				20,000	14 July 2015 Board	Ongoing	Course design and alterations under consideration. Required for 2017/18
Annanhill Security Measures		15,000	15,000			14270	730	7 June 2016 Board	Complete	Works complete - awaiting confirmation of final invoice
AAA Pole Vault		20,000	20,000			20000	0	7 June 2016 Board	Complete	No longer required - redesignated to Fireworks Display until REF funding confirmed
Fireworks Display 2016						-20000	20,000		Ongoing	Redesignated to Fireworks Display until REF funding confirmed
TOTAL ALLOCATED RESERVES	123,260	289,150	412,410	0	23,430	63,830	325,150			

GENERAL PROJECTS

General Projects are multi-annual projects involving funding from external partners. These projects are not included in the Financial Monitoring reports.

		Balance b/f	Balance at	Expected
	Partners	01.04.16	30.09.16	Completion Date
Project	T di di di		00.07110	2
Textile Team	Donations	(£677)	(£677)	Ongoing
Unsigned Unlimited	Creative Scotland	£1,639	£1,639	July 2016
Creative Place	Creative Scotland/Centerstage/Town Centre Management	(£24,571)	(£24,571)	March 2017
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,506)	(£4,506)	Ongoing
Scotland Creates	National Museums Scotland			March 2017
		(£15,325)	(£15,325)	
Wi-Fi	SLIC	(£11,500)	(£11,500)	March 2017
Still Future II	Creative Scotland	(£4,307)	(£2,185)	Sept 2016
Countryside Festival	Awards For All	(£1,549)	(£1,549)	Sept 2016
The McKie Collection	Museum Gallery Scotland	(£10,175)	(£10,036)	July 2017
Read Write Count	SLIC	(£2,228)	(£539)	June 2016
Make Some Noise	Creative Scotland	£0	(£14,579)	Sept 2018
GLAIF 16/17	Bord Na Gaidhlig	£0	(£2,800)	Sept 2017
I AM HERE	Creative Scotland	£0	(£6,000)	July 2017

Textile Team is a team of volunteers that were originally funded by HLF to carry out restoration and repair of textiles. The remaining funding supports the group to continue with its work.

Unsigned Unlimited is project funded by Creative Scotland to help young people to network and perform and learn about the music industry. The young people in the project often feature in our event programme. Final report submitted, awaiting balance of funding.

Creative Place is funded from Creative Scotland to bring high quality events and exhibitions to Kilmarnock, supporting regeneration and tourism. This budget will be used to enhance the exhibition programming at The Dick Institute in 2017 with a premier of newly commissioned work by Turner nominated Scottish artist Nathan Coley.

Ayrshire Libraries Forum is a network partnership of the three Ayrshire councils, Ayrshire NHS, school, prison and higher education libraries to be used towards the upkeep of Ayrshire Working Lives website.

Scotland Creates (Legacy of Lace) received funding from National Museums Scotland on behalf of the Esmee Fairbairn Foundation, to engage young people in museums through development of exhibitions and associated events. This project is ongoing.

WiFi - additional £11,500 has been awarded from SLIC to complete our library Wifi rollout across our part-time libraries not covered in Phase I of project, including Newmilns, Bellfied and Drongan.

Still Future II is new exhibition featuring the work of nine Scottish artists. It has received funding from Creative Scotland and will result in a major new exhibition at the Dick during January 2016.

The 2015 East Ayrshire Countryside Festival received £10,000 from Awards for All to promote healthy outdoor activities throughout East Ayrshire. The project included a number of structured walks, walking festivals, cycling events, evening talks and large scale community events. The aim of the project was to target community integration and promote sustainable healthy lifestyles. The Countryside Festival attracted over 5,000 participants over a 4 week period. The 2015 Countryside Festival had an underspend of £1549. It has been agreed with Awards for All that this money will not be returned but will be used to invest in the River Ayr Way signage programme.

The McKie Collection funded by museum Galleries Scotland to support the digitisation of the McKie collection. A new post will be appointed for 18 months to deliver the project.

Read Write Count – Scotland wide initiative to improve literacy and numeracy skills for young people. Project funded by SLIC.

Make Some Noise is a music project funded by Creative Scotland and aimed at young people in a foster, looked-after, kinship or young caring environment and designed to help build self-esteem and provide a range of creative learning opportunities.

Gaidhlig Gailearaidhean at the Dick Institute is a new set of visual art workshops led in Gaelic, and funded by Bòrd Na Gaidhlig

I AM HERE is a major retrospective exhibition of European studio jewellery from the Crafts Council in London. The Dick Institute is the only Scottish venue to host the exhibition, and it is funded by Creative Scotland. The significant engagement programme with 600 Primary 7 pupils, is developed and delivered in partnership with the National Museum of Scotland.



EXTERNAL FUNDING (JULY - SEPTEMBER 2016)

EXTERNAL FUNDING APPROVED APPLICATIONS INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

(* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2016/17
Cultural	I AM HERE - Creative Scotland	£8,000	£6,000
TOTAL		£8,000	£6,000

EXTERNAL FUNDING APPROVED APPLICATIONS NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural	DCCP - Heritage Lottery Fund	£1,500,000	will be paid to EAC
TOTAL		£1,500,000	

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural	Gaelic Visual Art Workshops - Creative Scotland	£3,948	Declined due to unspecified artists facilitating workshops
Countryside	Minibeast Mountain - Greggs Environmental Foundation	£2,000	Declined due to highly competitive fund.
Countryside	DCCP Urban Farm Project - Tesco Bags of Help	£10,000	Declined due to highly competitive fund. Have been invited to resubmit in November 2016.
Countryside	Outdoor Learning Workshop - Community Cashback Scheme	£150,000	Declined due to highly competitive fund.
Countryside	Kay Park Pond Restoration - Esmee Fairbairn	£40,000	Declined due to highly competitive fund. However discussions with EAC have identified alternative funding.
Cultural	Dick Institute WWI Centenary with Nathan Coley - Event Scotland	£23,972	Declined due to highly competitive fund.
Cultural	Creative Space - SLIC	£33,000	Application declined but invited to resubmit once Dick Institute has been developed.
TOTAL		£262,920	



PERFORMANCE SCORECARD

East Ayrshire Leisure Trust – EPMS Quarterly Indicators – Key RED (REQUIRES INTERVENTION) AMBER (WITHIN TOLERANCE) GREEN (POSITIVE PERFORMANCE)

	Indicator	2015/16 Figure	2016/17 Target	Inter- vention rate	QI	Actual	Q2	Actual	Q3	Actual	Q4	Actual	Comments
ı	East Ayrshire Leisure Trust: Total Income	7,893,634	6,863.630	10%	1,711,130	1,745,235	1,717,500	1,636,729	1,717,500		1,717,500		Variances on Income are to be expected due to cyclical fluctuations, however income is still projecting to 6,781,970
2	East Ayrshire Leisure Trust: Total Expenditure	7,683,199	7,241,980	10%	1,789,760	1,319,170	1,817,400	2,097,271	1,817,410		1,817,410		Variances on Expenditure are to be expected due to cyclical fluctuations, however expenditure is still projecting to 7,108,090
3	Core Services Customer Visits: Culture	518,759	506,070	10%	127,617	148,990	121,657	112,660	138,529		118,267		Attendance across cultural venues are showing a 7% fall from Q2 target. Six monthly figures show a 5% increase. The Q2 fall is due to reduced number of shows at the Palace and Grand Hall during Summer months from previous years. Part-time libraries have shown a reduction in attendance with all other libraries, arts and museum venues performing well with most showing increases from previous year.

	Indicator	2015/16 Figure	2016/17 Target	Inter- vention rate	QI	Actual	Q2	Actual	Q3	Actual	Q4	Actual	Comments
4	Core Services Customer Visits: Sport and Community Venues	792,551	815,666	10%	205,690	210,269	194,500	164,125	220,633		220,633		All core venues show an increase in attendances compare to the same period last year with the exception of Annanhill Course and St Joseph's Leisure Centre. Poor weather has impacted on course conditions. PEACE Child Care summer booking did not take place with over 5,000 attendance lost for the same period 2015/2016. Q1 & Q2 combined are showing a 6% reduction in attendances. Profiling exercises to be undertaken with anticipated increased attendances during Q3 and Q4.
5	Core Services Customer Visits: Countryside	1,457,102	1,053,010	10%	472,974	477,689	511,662	531,456	34,268		34,106		Due to the restricted access to Dean Castle Country Park between October 2016 and March 2017, it is anticipated that visits will be out with the 10% intervention with a reduction in countryside visits in 2016/17.

	Indicator	2015/16 Figure	2016/17 Target	Inter- vention rate	QI	Actual	Q2	Actual	Q3	Actual	Q4	Actual	Comments
6	Core Services Customer Visits: Future Museum (Virtual Service)	225,692	230,206	10%	63,440	60,831	55,634	64,479	62,256		48,876		Future museum is now 8 years old and the partnership is looking to develop a funding package to refresh design and keep it a dynamic, must-go-to heritage website.
7	Core Services Customer Visits: eastayrshireleisure.c om (Virtual Service)	291,736	297,571	10%	69,050	62,078	79,994	76,918	82,673		65,855		Within tolerance
8	East Ayrshire Leisure Trust: Average days lost per employee	5.86 days	8 days	Over 2 days	2 days	1.54 days	2 days	1.76 days	2 days		2 days		All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy.



RISK REGISTER

RISK MANAGEMENT

East Ayrshire Leisure will manage risk in a proactive manner by prioritising areas of concern and addressing them on an ongoing basis. The Board reviews its Risk Register on a regular basis with the Register submitted for approval annually and then monitored through the quarterly performance reporting process.

Risk - this column lists areas of major concern for East Ayrshire Leisure that could damage its credibility or its ability to trade.

Risk rating - this column records the rating placed on each risk, this is judged according to current knowledge and experience that the assessor has in the area of concern and may be altered once specialists in the specific field have been consulted, The score should range from 0 (lowest risk) to 5 (highest risk). Risk ratings should consider both the likelihood and impact of the risk.

Priority - the assessor should indicate whether actions on the risk are urgent or not using the indicators of **high, medium or low.**

Reason for risk rating and priority - the assessor should explain why the risk exists and if appropriate why the Priority indicator has been assessed at the level set against each risk.

Information - The assessor should identify systems and processes that are in place to reduce the risk and/or weaknesses that enhance the risk and any associated actions that can/will be put in place.

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information		
I. Reduction in service payments from EAC	5	Н	This is an area of high risk as the Council, which provides the service payments to the Trust, is under severe pressure to reduce its overall spend. The priority is high as the Trust would need to take action if the Council reduces its funding. Closure of local facilities due to reduced funding may impact of Strategic Objective I and 2 of the Business Plan as targets groups will incur additional cost when they are required to travel to venues which may impact on their ability to attend facilities. Subsequently, a drop in attendance may reflect in income shortfalls that in turn, will affect the Trusts ability to invest in development opportunities.	 The Trust has limited resources available to it and would find it difficult to identify alternative funding sources or generate additional income to offset any reductions in Council funding. Funding regularly reviewed by Trust Board and continuous dialogue with East Ayrshire Council. 		
2. Falling income levels due to the economic climate, or any other reason.	2	М	The overall risk rating for this area is Low/Medium as the Trust has reviewed and realigned its income targets and sets pricing annually to ensure they can cope with market pressures. The priority is medium as charges can be reviewed relatively easily if a particular difficulty is identified.	 The Trust will have the ability to develop new income streams and review charging policies. The Trust has a dedicated marketing team to support service development and delivery. East Ayrshire Council and East Ayrshire Leisure have historically charged at the lower end for services in comparison 		

RISK 0 (Lov (H		Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information			
				with many other Scottish Leisure service providers and steep increases may have an adverse effect on the reputation of the Trust and customer numbers.			
3. Health and Safety Legislation, Standards and Procedures	2	M	The risk is low/medium risk as the Trust has a good Health and Safety record. It is a medium priority as pressures placed on the Council's Safety Team may affect the amount of time dedicated to the Trust, but the Trusts Health and Safety Officer (Properties) is continually gaining knowledge and expertise that will offset any shortfall in support.	 Trust has its own Health and Safety Manager (Properties) supported by EAC Health and Safety Team and adhere to the Council's safety standards. Managers trained to IOSH Managing Safely standard. East Ayrshire Leisure have initiated regular 6 weekly Health & Safety meetings attended by the Chief Executive, EAC's Safety Advisor and key managers. The forum discusses key Health & Safety issues with a view to reducing risk wherever it is identified. 			
4. Protection of children and vulnerable adults	2	L	This is a Low/medium risk as there are systems in place such as Protection of Vulnerable Groups checks and stringent conditions of let in place. However, an adverse incident would damage the Trust's reputation. The priority is low due to the	 Staff undergo Disclosure checks and spot checks are made on the documentation held by individuals/groups leasing facilities. Staff undergo PVG check and training 			

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information		
			fact that there have been no major incidents in facilities and the Trust is in the process of reviewing and updating its Safeguarding policy and procedures.	and support from Council officials is available.		
5. Loss or damage to historic collections or buildings	4	Н	This is a high risk as the materials held and the historic buildings managed by the trust have immeasurable historic and cultural value. Loss or irreparable damage to this stock would have severe implications for the credibility of the Trust. It is of high priority that this area is addressed as current condition of buildings can be problematic.	 The Trust has dedicated manager in place to ensure the collection and estate is managed appropriately. Effective security and inventory control measures are in please across the Museums Service. The Trust has an SLA with the Council and repairs are prioritised. Contractors carry appropriate insurance. 		
6. Loss of buildings or facilities due to bad weather, maintenance issues or any other cause	3	L	This area is a medium risk although there have been instances where facilities have been closed, for example the SGP at Stewarton Sports Centre employees are better able to deal with the onset of bad weather and the closure of the SGP at St Joseph's due to construction issues, as the Trust has enough capacity to relocate customers. This is a low priority to the Trust as it has limited resources to counteract any service shortfall,	 Most buildings are able to withstand poor weather. Maintenance standards are generally acceptable. Some facilities have recurring problems during poor weather. Repairs and maintenance programmes are the responsibility of the Council and have to be prioritised. 		

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information		
			albeit it can seek financial compensation.	 As a third party in schools etc. the Trust is limited in the amount of pressure it can apply to situations. For example, St Josephs and the Grange Leisure Centres. Each building has a snow and ice plan. 		
7. Failure to effectively Market, Promote and Programme facilities and activities	4	Н	This is an area of high risk and high priority. If Marketing programmes are ineffective the Trust will be unable to deliver the strategic priorities identified in the Business Plan and there will be a negative impact on income levels and attendances.	 The Marketing and Development team has had temporary additional resources allocated to it. The Marketing Plan will be updated to reflect the new Business Plan. 		
8. Failure to develop a workforce that is appropriately skilled, trained and motivated.	3	M	This is an area of medium risk and medium priority. It is essential that staff are well trained and motivated, without this it is unlikely that the Trust will be able to deliver strategic objectives in the new Business Plan.	 The new Training and Development Officer will improve aspects of support for staff. Recruitment issues will decrease as the Trust moves to its core facility remit. 		
9. Failure to deliver the Community Asset Transfer/Asset Rationalisation programmes.	4	Н	This is an area of high risk and high priority as the programmes now have completion dates linked to the achievement of savings targets by the Trust.	The CAT/AR programmes are led by East Ayrshire Council and it is the Council that makes the final decisions regarding the future of facilities.		

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
				 A temporary staff structure is in place to allow the Trust to support the CAT/AR programmes and deliver event strategies for all buildings temporally in the Trust's remit.
10. Failure to prioritise tasks and workload.	4	I	Staff workloads are challenging as the Trust continues to develop. In order to achieve stated outcomes, staff must prioritise effectively.	 Changes to staff structures, agreed by the Board, should assist in addressing workload issues. Staff will require support to prioritise workload.

2.0302		15/16 Full Year Budget	15/16 Qtr 1 Actual	15/16 Qtr 2 Actual	15/16 Qtr 3 Actual	15/16 Qtr 4 Actual	16/17 Full Year Budget	16/17 Qtr 1 Actual	16/17 Qtr 2 Actual	16/17 Projected Outturn
L114002	Bar Income	-66,400	-13,952.84	-38,314.81	-69,892.53	-87,751.00	-80,000	-25,482	-39,886	-85,000
L114986	Overs/Shorts	0	-200	-200	-200	-200	0	-5	-5	0
	TOTAL INCOME	-66,400.00	-14,152.84	-38,514.81	-70,092.53	-87,951.00	-80,000.00	-25,487.16	-39,890.69	-85,000.00
L127061	Bar Provisions	20,000	6578	14024.84	27091.1	32912	30,000	9,229	15,095.00	30,000
	GROSS POSITION	-46,400.00 7	0% -7,574.84	54% -24,489.97	64% -43,001.43	64% -55,039.00	63% -50,000.00 63%	-16,258.16	64% -24,795.69 62%	-55,000.00 65%
	Total Staffing Costs	25,850	4,958	10,599	16,883	25,714	28,300	4,725	13,757	28,300
	Total Furniture & Equipment	0	675	1774.81	3633.05	2863	0	0	1338.88	0
	Total Supplies & Services	1000	103.75	1241.35	5753.38	6818	3100	958.67	1967.59	3100
	OTHER EXPENDITURE	26,850.00	5,736.45	13,614.79	26,269.71	35,395.00	31,400.00	5,683.37	17,063.18	31,400.00
	NET POSITION	-19,550.00 2	9% -1,838.39	13% -10,875.18	28% -16,731.72	28% -19,644.00	22% -18,600.00 23%	-10,574.79	13% -7,732.51 30%	-23,600.00 28%



DEAN CASTLE COUNTRY PARK CATERING CONTRACT

Date: 29 November 2016

Agenda Item: 7

Report By: John Griffiths, Chief Executive

Summary

This report provides the Trustees with information regarding the proposed catering contract for Dean Castle Country Park and the process that will be undertaken to select a third party provider for the service.

I. BACKGROUND

- 1.1 East Ayrshire Leisure is seeking a catering service that consists of the provision, management and operation of all catering facilities at the Country Park following the redevelopment of the facilities in 2017. The catering offer will include:
 - 60 seat café with additional outdoor seating provision
 - Mezzanine room with seating for 20 additional visitors
 - Kiosk
 - Vending machines
 - Residential Centre catering
 - Event Catering

The catering specification is included in Appendix I for further information. Although, the catering provider will be responsible for the operation and management of the catering facilities which will include opening hours, menu selection and prices and marketing of the offer, it will be done in partnership with the Trust at regular liaison meetings to ensure a seamless service to visitors.

2. CONSIDERATIONS

- 2.1 The catering facilities at the Country Park have been franchised to a third party operator for the last 3 years, providing a regular income to the Trust. To inform the Dean Castle Country Park Business Plan, two options for delivery of the catering service where explored.
- 2.2 The preferred option is the provision of a lease to a third party organisation on the basis of a fixed monthly fee to cover utility costs and a % fee from the business turnover. The fixed fee would be set by East Ayrshire Leisure and the % fee would inform the pricing evaluation of the competitive tender.
- 2.3 The second option was considered based on the catering service being operated directly by East Ayrshire Leisure. Whilst it was recognised that this option would provide opportunities for service development and income generation, it was determined that this would lead to significant risk during a period of transition to new facilities.
- 2.3.1 To ensure the smooth operation of the catering offer at the Country Park, the franchise will be offered for an initial 2 year period with an option of two, one year extensions. This will ensure a guaranteed income in the first 2 years of the new operation and allow time for further review to take place. The intention is to advertise the catering contract in December 2016 and to appoint a provider in Spring 2017, prior to completion of capital redevelopment works. This will allow the successful tenderer to contribute to the finalised implementation of the upgraded catering facilities, as well as to work in partnership with East Ayrshire Leisure in programming and marketing initiatives.



Recommendation/s:

It is recommended that the Board:

i. note the content of this report.

Signature:

Designation: Chief Executive

Date: 9 November 2016



APPENDIX 1: SPECIFICATION FOR CATERING SERVICES AT DEAN CASTLE COUNTRY PARK

EAST AYRSHIRE LEISURE

Specification

for

Catering Services at

Dean Castle Country Park





I. INTRODUCTION

East Ayrshire Leisure is seeking a catering service that consists of the provision, management and operation of all catering facilities at the Country Park, with the exception of the Dower House which will remain the responsibility of East Ayrshire Council.

The catering service will consist of:

- 60 seat café with additional outdoor seating provision
- Mezzanine room with seating for 20 additional visitors
- Kiosk
- Vending machines
- Residential Centre
- Event catering

2. THE DEAN CASTLE COUNTRY PARK VISION

Dean Castle Country Park is amongst a portfolio of venues which transferred to East Ayrshire Leisure in 2013. The Country Park was designated as Scotland's 14th Country Park in 1981. It has been developed around the policies of Dean Castle which were gifted to the people of Kilmarnock in 1975 by the De Walden Family.

The Country Park is currently a 4 star visitor attraction under Visit Scotland's accreditation scheme and in 2010 became listed as Scotland's 5th most visited Country Park and 10th most visited tourist attraction. In 2015, the Country Park attracted in excess of I million visitors. Of the I million visitors, nearly 400,000 come into the Visitor Centre.

In 2015, East Ayrshire Leisure, in partnership with East Ayrshire Council, was successful in attracting funding of £4.7 million to develop the Country Park into a 5 star visitor attraction which will maximise the opportunities that the site has to encourage visitors to participate in, appreciate and value their local heritage. The Dean Castle Country Park, Parks for People Project comprises 5 main elements:

DEVELOPMENT OF A RURAL LIFE CENTRE

Development of a Rural Life Centre at the farm which will include upgrading the building with improved toilets, baby changing, a kiosk, interpretation centre and offices for the Countryside Ranger Team. It will also include a new play park, improved animal enclosures, an orchard, picnic areas, a market street, features for wildlife and better landscaping.

UPGRADE AND EXTENSION OF VISITOR FACILITIES INCLUDING PROVISION OF AN EDUCATION CENTRE WITH OVERNIGHT ACCOMMODATION

The existing Visitor Centre will be upgraded to include a conservatory at the front for the café, changing places toilet and upgraded toilets in general and improved retail and interpretation. There will also be an extension put on to the back of this building to create an education centre. This will provide workshop space and residential accommodation to use with schools, volunteers and community groups.

GREEN NETWORK ENHANCEMENT

The path network will be improved with the reinstatement of 2 bridges across the Craufurdland Water and 6km of paths to allow exploration of the wilder parts of the park. This will be accompanied with improvements to the grounds for wildlife and a Natural Heritage Project Officer will be appointed to take the biodiversity action plan forward



RESTORATION OF THE DESIGNED LANDSCAPE

As part of the project, we also plan to restore the designed landscape associated with the De Walden family and provide a better setting for the Castle, the Dower House and the Graves.

ACTIVITIES, INTERPRETATION AND PROGRAMMING

Implementation of the Activity Plan which outlines a range of interpretation, events, workshops, outdoor learning and volunteering activities that will be delivered between 2016/21. A Volunteer Development project Officer will be appointed to increase volunteer opportunities.

Perhaps the most critical indoor investment for the Country Park, after well maintained toilets, is a high quality catering facility. The vision for Dean Castle Country Park is to have a catering facility which offers quality food and drink and which promotes local produce and environmental sustainability. The aim of the new catering facility will be to showcase local and regional produce and to engage with Country Park programming in delivering events, displays and demonstrations. The new facilities are scheduled to open in July 2017.

2. THE DEAN CASTLE COUNTRY PARK CATERING PROVISION

As outlined previously, the catering service will consist of:

- 60 seat café with additional outdoor seating provision
- Function mezzanine room with seating for 20 additional visitors
- Kiosk
- Vending machines
- Residential Centre
- Event catering

The Dean Castle Café

The café at the visitor centre will consist of a large eating area and a mezzanine room with total capacity for seating 80 visitors. There will also be an outdoor courtyard and a decking area. The redeveloped café area will provide views over the parkland towards the Castle. Appendix I provides the general layout that is being developed for the Visitor Centre.

The kitchen facilities have been custom designed for the new café and will include a staff toilet and an office for catering staff. The kitchen layout is attached as Appendix 2.

The café will also has a wildlife surveillance system which allows visitors to see at close hand a number of the more secretive visitors to the Country Park. This includes 3 screens that will also provide the opportunity for promotion of key events and activities. This will be maintained by East Ayrshire Leisure, but can be used to promote special events / offers being presented by the catering provider.

Fixed appliances are provided to the caterer and are listed in the inventory included as Appendix 7. East Ayrshire Leisure will be responsible for the routine servicing and repair of this equipment. Any repairs that are required due to inappropriate use of the equipment will be met by the service provider. There will be plumbing and electricity provided for a coffee grinder, coffee beverage machine and cash register. However, any equipment that is not included in the inventory will need to be provided by the Caterer.

The Visitor Centre will also operate as an orientation point for the Country Park and will include the main reception, a small retail space and a 60 seat auditorium which can be booked for conferences and events. These spaces, including the retail outlet will be operated directly by East Ayrshire Leisure. The catering provider will be given the opportunity to provide conference catering as and when required.



The retail space will focus on local produce and craft, souvenirs and branded pocket money gifts. This will be the only outlet in the Country Park that will sell these items.

The minimum opening hours for the cafe are:

April - October: 11.00am - 5.00pm, Mon-Sun (*in line with Visitor Centre opening

hours)

November - March: I I.00am – 4.00pm, Sat-Sun (* Visitor Centre will be open Wednesday

to Sunday 10am until 4pm)

The Trust will be happy to negotiate additional opening hours including evenings, but any changes would require to be agreed in conjunction with the Service Provider's Insurers and East Ayrshire Leisure's Insurers and may be subject to additional fees. The Service Provider may be required to assume key holder responsibilities if additional hours are out with core Visitor Centre opening hours. Key holder training and induction will be provided by East Ayrshire Leisure if required.

Previous income generated through the café is detailed in Appendix 8 and previous visitor trends included as Appendix 9.

The Mezzanine Room

The mezzanine is a new facility which is being included within the visitor centre. It provides the opportunity to act as an overspill area on busy days or as a function room for special events / bookings. It will have the capacity for 20 visitors and is on the upper floor of the visitor centre. It should be noted that there is no lift access to this room.

The layout for the mezzanine room is included as Appendix 4.

The Rural Life Centre Kiosk

For the last 3 years, East Ayrshire Leisure have operated a small kiosk within the Rural Life Centre. This kiosk has only been opened seasonally and has sold a range of confectionary, ice cream and drinks. The proposals for the new rural life centre include a purpose built space with plumbing and electricity to operate a kiosk from. All equipment will be provided by the caterer. The kiosk income from previous years is included in Appendix 8.

The Rural Life Centre will be the base for the Countryside Ranger Service. As well as toilet facilities, the Centre will also have an interactive interpretation room which will focus on Ayrshire Rural Life and workshop units which will be leased to local crafters or producers. The building has been designed to be as sustainable as possible and will include solar panels, a sedum roof, rainwater harvesting and a masonry stove to provide heating and hot water. The Rural Life Centre layout is included as Appendix 5.

It should also be noted that the playpark will be located next to the Rural Life Centre.

The minimum opening hours for the kiosk are:

April - October: II.00am – 5.00pm, Mon-Sun

The Trust will be happy to negotiate additional opening hours including evenings, but any changes would require to be agreed in conjunction with the Service Provider's Insurers and East Ayrshire Leisure's Insurers and may be subject to additional fees. Key holding responsibilities and training can also be arranged for the Kiosk if required.



Vending Machines

Due to the seasonal nature of the Kiosk in particular, electricity and plumbing has been included in the design of the Rural Life Centre for the installation of vending machines. The vending machines will be located within the kiosk space but outside the hatch and security shutter. This will ensure that they are accessible throughout the year without having to staff or fully open the Kiosk.

The provision and operation of the vending machines will be the sole responsibility of the catering provider. However, the vending machines and their stock will need to fit with the environmental principles being promoted throughout the Country Park and will need to be agreed by East Ayrshire Leisure prior to installation. This could include:

- Environmentally friendly products including vending machines with paper cups or 'self fill' drink vending where customers can bring their own portable cup
- Healthy options for food and drink
- Built in energy saving programmes including power saving and energy efficiencies
- Fairtrade food and drink options

The Education and Residential Centre

An Education and Residential Centre is being added to the facilities available at the Visitor Centre. The layout for this is included in Appendix I.

Together with the existing auditorium, the proposed residential accommodation and flexible workshop space, the Education Centre will be used for the following activities:

• School residential activities

Our proposed residential unit will be designed to facilitate groups of up to 40 individuals in small four person rooms. The aim of this facility will be to develop Outdoor Learning opportunities delivered by Countryside Services in partnership with qualified leaders in Outdoor Activities. Target groups would be school groups for 1 or 2 night stays in preparation for their full, week long transition residential visit which occurs in P7 in larger residential facilities. This target group has been highlighted through work with Scottish Outdoor Education Centres and research carried out with schools within a sixty mile radius of the park, which showed there is a great demand for experiential learning in an urban setting.

Whilst this is the initial target group, the Centre would be open to other age groups and other activities.

Volunteering and Conservation Holidays

With the proposed new residential facilities volunteering opportunities could be increased to accommodate volunteer holidays lasting one week or longer. Previous International volunteer groups have had to be housed off-site within village halls and community centres. East Ayrshire Leisure has been working with Xchange Scotland. Xchange Scotland is an organisation established to provide a conduit between international volunteering organisations to facilitate conservation holidays throughout Europe.

Residential facilities will allow us to host far more of these holidays each year, increase the volunteering contribution in the Country Park and provide an income generating opportunity.

The residential element of the Education Centre will also be used to tap into the increasing conservation holiday market. This market is aimed at individuals and families who want to do something a bit different for their holidays, learn new skills, make new friends and give 'something



back'. This is a growing market in Scotland with a greater demand for outdoor activities. The main providers in the UK at the moment are the National Trust for 90%.

• Training, Continued Professional Development and Corporate Team Building

The Field Studies Council currently only has 2 centres in Scotland offering CPD to countryside/land based professionals. With the introduction of the new accreditation scheme for Countryside Rangers, there is a demand for more facilities to be included within the programme. East Ayrshire Leisure are currently working with the Scottish Countryside Ranger Association and the Field Studies Council to determine the feasibility of using the facilities at Dean Castle Country Park for the CPD courses. Once established, the intention would be to extend this to other professional bodies.

Accommodation for Visiting Facilitators, Professionals and Teams

In East Ayrshire in general and Kilmarnock in particular, there is a shortage of residential accommodation. The proposed facilities would allow us to offer high quality, affordable accommodation to visiting sports teams, artists in residence and other professionals working with East Ayrshire Leisure and East Ayrshire Council on specific projects.

A dedicated kitchen for servicing the education and residential centre has been included and is shown in Appendix 6. It is expected that most groups using this centre will require catering provision. However, it is likely that volunteer groups will select a self-catering option and use the kitchen for preparing their own food. Other groups would be offered the following catering package:

- Breakfast
- Packed lunch
- Dinner
- Evening snack

The caterer will be asked to provide a per person/ day cost for this provision to be included in the package offered to groups. This will be administered by East Ayrshire Leisure and invoiced by the catering provider for each booking. All bookings will be made in advance.

Users of the residential centre will be given the option of self catering or caterer provided. Where caterer provided is selected, this will be offered solely to the dean Castle Catering Service Provider. No other external caterer will be permitted to provide catering within the centre.

Event Catering

The Service Provider will also be encouraged to deliver themed menus in conjunction with various events being organised by the Trust. This may include Easter, Harvest, Halloween and Christmas menus. Information on these events will be provided by the Contract Administrator at the beginning of each season and a joint promotion and marketing campaign will be agreed. The Service Provider will also be given the opportunity to provide event catering at each of the events within Dean Castle Country Park including the Castle.

East Ayrshire Leisure Trust may also organise special events or meetings where catering will be required. The Service Provider will be required to be open and accommodate these events where it is reasonable to do so.



3. SERVICES PROVIDED BY EAST AYRSHIRE LEISURE

Cleaning

East Ayrshire Leisure will clean the public areas once a day. It will be the responsibility of the Service Provider to clean the kitchen and clear spillages and litter in the public areas at other times. It will also be the responsibility of the Service Provider to empty the bins within the cafe and the outdoor eating areas, as well as to clear litter from these areas on a regular basis. The Service Provider must comply with the Trust's commitment to waste management in terms of recycling all litter and waste materials. East Ayrshire Leisure will provide the necessary bins within the café and kitchen areas.

General Facilities Maintenance

East Ayrshire Leisure will co-ordinate all routine maintenance of the facilities with regards to the maintenance and repair requirements caused by normal wear and tear. This will be done through East Ayrshire Council. The cost to repair or replace any equipment or fixtures which have been damaged for any other reason directly by the Service Provider will be met by the Service Provider.

Equipment Maintenance

The Service Provider will be responsible for minor routine maintenance and cleaning of all the equipment, fixtures and fittings provided by East Ayrshire Leisure. The Service Provider shall be responsible for Portable Appliance Testing on equipment supplied by the Service Provider. Items that have not been subject to this testing are not permitted to be used within East Ayrshire Leisure premises.

4. CATERING SERVICES

Generally, the Service Provider shall provide good quality food and service within a clean, attractive and pleasant environment in accordance with policies, standards and procedures referred to in the Conditions of Contract and the agreement reached with the Contract Administrator.

However, East Ayrshire Leisure is keen to demonstrate good practice in terms of provision and service delivery. This will include the use of local produce, healthy options and the demonstration of good environmental practices including recycling and waste minimisation.

Local Produce and Healthy Options

As well as being a Fairtrade organisation, East Ayrshire Leisure is committed to supporting local produce and providing healthy eating options within its premises. It is expected that the Service Provider would adopt this ethos in the menu selection chosen for the Dean Castle Country Park with the aim of becoming part of the Ayrshire Food Network. As part of our accreditation with VisitScotland, we would also like to join the Taste Our Best Scheme, which encourages the use of seasonal produce throughout the year and staff knowledge of menu and produce.

Further information about these schemes can be found at http://www.ayrshirefoodnetwork.co.uk/<a href="http://www.ayrshirefood

Environmental Practices

The development of the buildings and landscape within Dean Castle Country Park has been based on our aspiration to be as sustainable and environmentally responsible as possible. Our intention to use our position as one of Ayrshire's key visitor attractions to offer information and best practice examples of environmental sustainability and we intend to apply for a Green Flag Award and membership of the VisitScotland Green Tourism Scheme. More information about these schemes can be found at the following links:

http://www.greenflagaward.org.uk/http://www.green-tourism.com/



With these principles in mind, we would expect the catering provider to operate in a similar manner and adopt practices that would comply with sound environmental management. This may include:

- Recycling of paper, food and plastic
- Disposable cutlery and crockery confined to takeaway or vending machines
- Disposable cutlery and crockery made from a recycled or sustainable product
- Use of phosphate free detergents and chlorine free cleaners

Menu and Pricing Policy

The content of menus, choice of drinks and the selling prices of all items offered by the catering services will be discussed at organised liaison meetings with the Contract Administrator. All items on the menu must be available at opening time unless previously agreed with the Contract Administrator. The menu and pricing policy will aim to be competitive but also reflect East Ayrshire Leisure's commitment to good value, local produce and environmental sustainability.

The Service Provider will be encouraged to innovate and continuously improve their catering provision and menus. Menus will be varied or amended to recognised popular choice on a regular/seasonal basis.

Staff and Uniforms

The Service Provider will provide the appropriate numbers of staff at all times, with qualifications appropriate to their position.

The style of dress or uniforms and any Service Provider's name or logo will be mutually agreed by the Contract Administrator and the Service Provider.

First Aid

The Service Provider will further provide that the on-site supervisor or manager, or an appropriate employee, is certified as an Appointed First Aid Person. The Service Provider will be responsible for emergency first aid within the public area.

Attendance

The Service Provider's staff must be present to receive catering deliveries (Trust staff will <u>not</u> take receipt of deliveries).

5. FINANCE

It has been estimated that the catering facilities consume approximately 75% of electricity, 50% of gas and 30% of the water consumed within the Visitor Centre. East Ayrshire Leisure will take responsibility for paying all utility bills.

The preferred option would be for a **percentage share of income** from the Café, mezzanine, event catering, kiosk and vending machines together with a **fee of £12,000 per annum** (a fee is required to cover the cost of utilities and the cleaning of public areas). Maintenance of proper accounts and records to verify takings and income will be required. The pricing schedule submitted will be considered as part of your competitive bid and considered against the likely quality of service provided.

Residential catering will be charged on an 'as and when' basis. The Service Provider will be expected to provide a set fee for the provision of breakfast, packed lunch, evening meals and snacks. This will be a per head fee and will be invoiced at the time of residential centre bookings.

The fixed fee element will be re-assessed and reviewed at the end of the 2 years with the Service Provider should the Trust decide to implement any of the extension options.

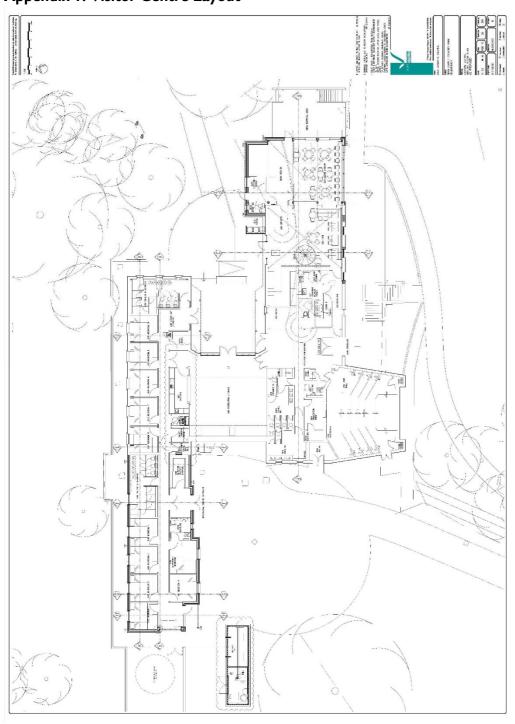


6. MARKETING AND PROMOTION

The Service Provider will be responsible for implementation and cost of any marketing and promotion of the catering provision at Dean Castle Country Park. However, it is important that the catering is seen as an integral part of the overall offer. Therefore, the Service Provider will be required to follow the branding and signage guidance for the Country Park in line with East Ayrshire Leisure's brand guidelines and signage framework and discuss any marketing and joint promotional initiatives at the regular contract administrator liaison meetings. The café will be included in all marketing materials that are produced for the new development and will be promoted in the East Ayrshire Guide magazine.

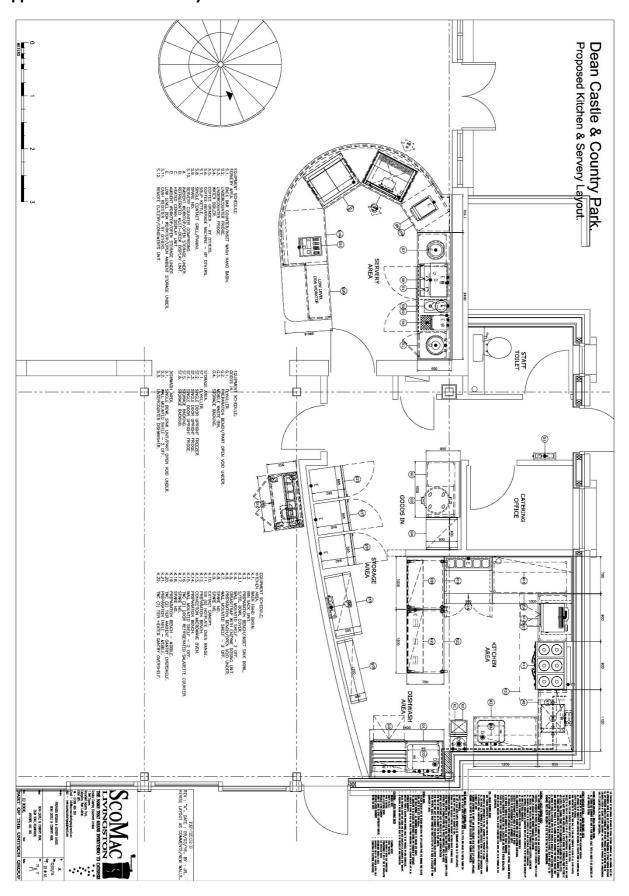


Appendix I: Visitor Centre Layout



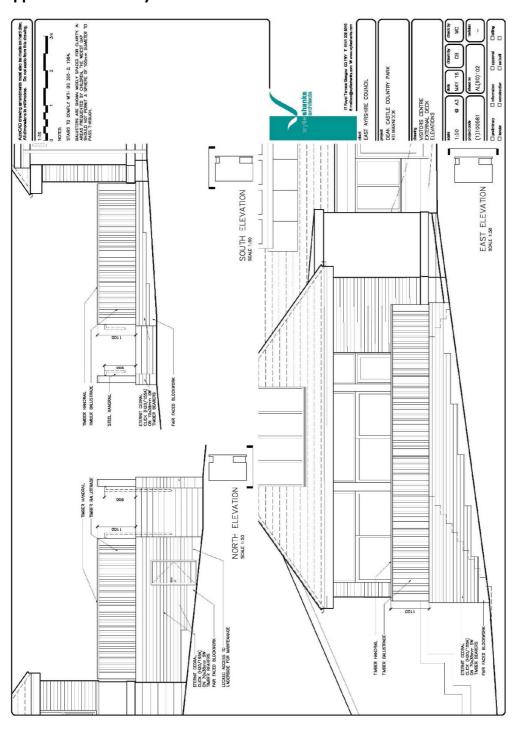


Appendix 2: Café Kitchen Layout



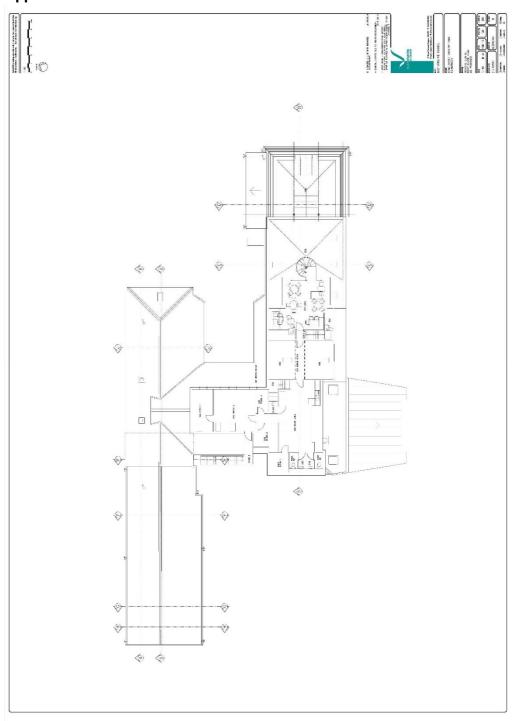


Appendix 3: Deck Layout



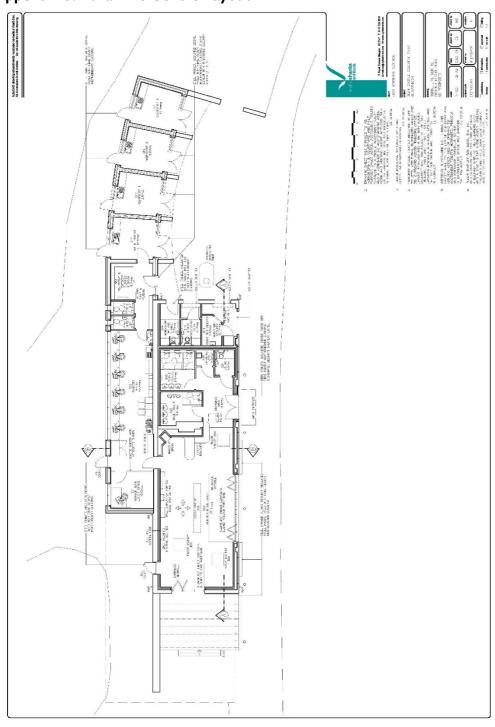


Appendix 4: Mezzanine Room



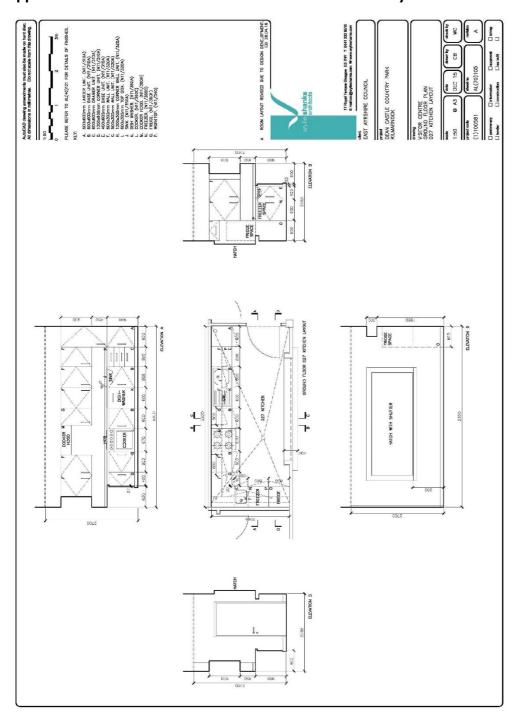


Appendix 5: Rural Life Centre Layout





Appendix 6: Education and Residential Centre Kitchen Layout





Appendix 7: Inventory

To be confirmed



Appendix 8: Previous Income Generation (Net Figures)

	2013/14	2014/15	2015/16
Café		80,278	72,405
Kiosk		6,529	5,998



Appendix 9: Previous Visitor Number Trends

Visitor Centre ONLY

2011	2012	2013	2014	2015
7788	8569	8222	10460	10652
8559	9930	13452	13461	13021
12497	14586	20277	23218	24718
26703	26933	32209	38634	46295
25459	28290	33560	33402	31445
41627	48643	48853	44810	42278
62737	62717	68613	59490	53889
29552	37410	56869	45006	42859
18248	24021	31947	32609	38147
18196	13359	25591	25409	24840
8604	14712	14835	18381	16715
17914	19844	29273	30746	30800
	7788 8559 12497 26703 25459 41627 62737 29552 18248 18196 8604	7788 8569 8559 9930 12497 14586 26703 26933 25459 28290 41627 48643 62737 62717 29552 37410 18248 24021 18196 13359 8604 14712	7788 8569 8222 8559 9930 13452 12497 14586 20277 26703 26933 32209 25459 28290 33560 41627 48643 48853 62737 62717 68613 29552 37410 56869 18248 24021 31947 18196 13359 25591 8604 14712 14835	7788 8569 8222 10460 8559 9930 13452 13461 12497 14586 20277 23218 26703 26933 32209 38634 25459 28290 33560 33402 41627 48643 48853 44810 62737 62717 68613 59490 29552 37410 56869 45006 18248 24021 31947 32609 18196 13359 25591 25409 8604 14712 14835 18381

Total across the Country Park

	2011	2012	2013	2014	2015
January	25960	28563	27407	34867	35507
February	28530	33100	44840	44870	43403
March	41657	48620	67590	77393	82393
April	89010	89777	107363	128780	154317
Мау	84863	94300	111867	111340	104817
June	138757	162143	162843	149367	140927
July	209123	209057	228710	198300	179630
August	98507	124700	189563	150020	142863
September	60827	80070	106490	108697	127157
October	60653	44530	85303	84697	82800
November	28680	49040	49450	61270	55717
December	59713	66147	97577	102487	102667



CHIEF EXECUTIVE'S REPORT

Date: 29 November 2016

Agenda Item: 8

I. PURPOSE

1.1 The purpose of this report is to provide the Board with updates on key issues that may not be covered by other agenda items.

2. KEY BUSINESS ISSUES

2.1 PARTNERSHIP WITH AYRSHIRE COLLEGE

A formal partnership agreement has now been reached with Ayrshire College to enable them to deliver aspects of their horticultural and arboricultural courses from Dean Castle Country Park and students began on site on the 24th October. The initial agreement is for 2 years. This will provide the college with temporary accommodation within the Dower House, as well as outdoor space behind the Lodge House. During this initial period and following the Country Park development project, the partnership will be reviewed with the aim of providing permanent accommodation within the Lodge House, alongside the Countryside Estates team.

2.2 COMMUNITY ASSET TRANSFER

The latest summary of the Council's progress with the CAT programme is attached as Appendix I to this report. There are a significant number of transfers and closures to be completed by 31st March 2017 and Trust staff are supporting this process.

3. INFORMATION

3.1 JIM BUCHANAN

Councillor Jim Buchanan who served as a Trustee when the Trust was established sadly died after a short illness in early November.

3.2 TRAINING AND DEVELOPMENT OFFICER

Shirley Andrews has now taken up the post of Training & Development Officer. Shirley is in the process of developing a Strategic Training & Development Plan for the organisation which will be shared with Trustees in the near future. Shirley is intending to meet as many members of staff as possible over the coming weeks to allow her to review current training and development activity within East Ayrshire Leisure which will subsequently feed into the Business Plan.

3.3 KAY PARK FIREWORKS DISPLAY

The annual fireworks display was held in Kay Park, Kilmarnock on Friday 4th November. A crowd of around 20,000 watched the display from inside Kay Park and the event passed without major incident. Chris Murphy heads the team that manages this event, and this year presented particular challenges with new contractors and personnel from partner organisations involved for the first time. The public collection at the event raised £4343.79 towards the cost of the event.



3.4 SPORTSHALL ATHLETICS

The Sportshall Athletics programme is coordinated and delivered by East Ayrshire Leisure in partnership with Kilmarnock Harriers, EAC Active Schools and Ayrshire College. This year 37 primary schools entered the competition, each competing in one heat held at the Ayrshire Athletics Arena in September. Qualifying for the final held on the 6th October were Onthank, Nether Robertland, Dalmellington and Netherthird primaries and in the end Onthank primary school were awarded Ist place. In close second were Nether Robertland primary school, followed by Netherthird in 3rd place and Dalmellington primary school finishing 4th. The overall winner, Nether Robertland primary school, will now go on to represent East Ayrshire at the Regional Final at the start of 2017.

3.5 STAFF RECOGNITION AWARDS

The staff recognition award was launched earlier this month and to date we have had approx. 30 nominations from members of the public. The staff recognition award has a customer-nominated category which recognises the delivery of 'Excellent Customer Service' and this will have one overall winner. In addition, the 'Going the Extra Mile' Award is a staff-nominated award which gives the opportunity to recognise excellence in others. This option allows 'behind-the-scenes' staff to be nominated by colleagues/Team Leaders for any aspects of outstanding work/achievements, and this too will have one overall winner. Winners will receive a £50 gift voucher of their choice and all nominees will receive a certificate. We are extremely grateful to GMB and Unite for their financial contributions towards the scheme. The first of our awards will be considered in quarter 3 at Performance & Audit sub-committee.

3.6 OFFICE MOVES

In order to accommodate the creation of new and improved public areas at the Dick Institute, several staff will be moving offices within the building, however, John Griffiths and Carleen Fitzgerald will be moving to the Dower House until permanent accommodation is identified. The Dower House will then be fully occupied with no meeting rooms available. The office accommodation is now shared by Trust staff, the Robert Burns World Federation and Ayrshire College.

3.7 HOMEWORDS SERVICE

At present we have over 150 people that are visited every two weeks by the service either direct to their house or to a care home. We currently visit 5 care homes across the area and will look to increase this as the service becomes better known.

3.8 THEATRE AT THE PALACE

The ever inventive Rapture Theatre took their thought-provoking and compelling 'Democracy' touring theatre production to the Palace, which was watched by over 200 people. Other highlights included the National Theatre's 'Our Ladies of Perpetual Succour' which played over four nights to audiences of 637.

3.9 VISIT SCOTLAND ACCREDITATION

The Dick Institute and Palace Complex received 4 star accreditation from Visit Scotland. The excellent customer care and quality of venues were cited as being contributory factors and now means that all of our cultural venues are graded as 4 star visitor attractions.



Recommendation/s:

It is recommended that the Board:

i. Notes the updates provided by the Chief Executive.

Signature:

Designation: Chief Executive

Date: 15 November 2016



Appendix I

PROJECTED FACILITY REMIT FROM 01/04/16 NOVEMBER 2016 UPDATE

PERMANENT FACILITIES	NOTES
Annanhill Golf Course	
Auchinleck Leisure Centre	
Auchinleck Boswell Centre	
Auchinleck Library - Boswell Centre	
Ayrshire Athletics Arena	
Baird Institute	
Bellfield Library	Relocation to new school planned
Burns Memorial Tower	Non operational – sub lease in place
Burns House Museum/Library, Mauchline	
Cocklebie Pitch and Pavilion, Stewarton	
Crosshouse Community Education Centre	
Crosshouse Library	
Cumnock Library – (Rothesay House)	
Cumnock Town Hall	
Dalrymple Pitch + Pavilion, Cedar Terrace	
Darvel Town Hall/ Library	
Dean Castle Country Park	
Dean Castle	
Dick Institute Library/Museum/Gallery	
Doon Valley Leisure Centre (inc Ayr Road Pavilion)	
Drongan Library	Relocated to Community Centre
Galston Community Centre	
Galston Library	
Grange Leisure Centre	
Hunter Fitness Suite	
Jamieson Park Pitch and Pavilion	
Knockentiber Pitch and Pavilion	
Loudoun Leisure Centre	
Merlin Park, Auchinleck	



Morton Hall, Newmilns	
Newmilns Library	Planned relocation to Morton Hall
Ochiltree, Pitch and Pavilion	
Onthank Community Education	Community Management
Palace Theatre / Grand Hall Complex	
Patna Community Centre	
Patna Library	
Portland Park, Galston	Pitch only
Rankinston Community Education	Community Management
Riccarton Pitch and Pavilion, Kilmarnock	
Richardson Park, Hurlford, Pitch and Pavilion	
Scott Ellis Playingfields	
St Joseph's Leisure Centre	
Stewarton Area Centre inc. Library	
Stewarton Sports Centre	
The Jougs, Kilmaurs	Non operational
Warwickhill Road Pitch, Bonnyton Kilmarnock	Pitch only



2016	TEMPORARY FACILITIES	NOTES
	Logan Day Care Centre	CAT Interest - Trust to retain temporarily, going to Cabinet on 02.11.16
October	Ochiltree Community Education	Demolished
	Ochiltree Library	Demolished
December	Dalrymple Library	Trust to retain temporarily until school/community facilities available. Close December 2016
2017	TEMPORARY FACILITIES	NOTES
January	Patna Day Care Centre	To be transferred into Community Centre - Trust to retain temporarily to early 2017
	Dalrymple Centre	Trust to retain temporarily until School/community facilities available February 2017
February	Dalrymple Day Care Centre	Trust to retain temporarily until school/community facilities available February 2017
	Dalrymple Youth Club	Trust to retain temporarily until school/community facilities available February 2017
	Bonnyton Community Centre	CAT Interest - Trust to retain temporarily to March 2017
	Catrine Community Education	Community based solution being developed - Trust to retain temporarily to March 2017
March	Catrine Games Hall	Trust to retain temporarily to March 2017
	Dunlop Pavilion	CAT Interest - Trust to retain temporarily to March 2017 – Going to Cabinet 2.11.16
	Galston Old Men's Cabin	Trust to retain temporarily to March 2017



	Beechgrove Park, Mauchline	CAT Interest - Trust retain temporarily to March 2019
2019	TEMPORARY FACILITIES	NOTES
	New Farm Loch Community Centre	Trust to retain temporarily pending new build Date T.B.C. (Mid 2018)
2018	TEMPORARY FACILITIES	NOTES
	Bellfield Pavilion	CAT Interest - Trust to retain temporarily until August 2017
	Western Road P+P, Galston	CAT - Linked to school developments Retain temporarily until August 2017.
August	Muirkirk Shop	Trust leasing until August 2017
	Muirkirk Library	Trust to retain temporarily until new school/community facilities open August 2017
	Muirkirk Games Hall	Trust to retain temporarily until new facilities available August 2017
	Patna Games Hall	CAT Interest - Trust to retain temporarily to March 2017
	Patna Golf Course	Trust to retain temporarily to March 2017
	Mauchline Library	Trust to retain until outcome of CAT. Date 31.03.17
	Mauchline Community Education	Trust to retain temporarily pending transfer of lets into library building. Date 31.03.17
	Kilmaurs Library	Trust to retain until outcome of CAT Date March 2017 – Going to Cabinet 2.11.16
	Kilmaurs Community Education	Trust to retain temporarily pending relocation of lets into Community building. Date March 2017 – Going to Cabinet 2.11.16
	Gavin Hamilton Sports Centre and Playingfields	CAT Interest - Trust to retain temporarily to March 2017 – Going to Cabinet 2.11.16



	T	T
	Mauchline Games Hall	Trust to retain temporarily for 3 years to March 2019
Date TBC	TEMPORARY FACILITIES	NOTES
	Broomfield Park, Cumnock	Trust retain temporarily pending new school development Date T.B.C.
	Doon Valley Museum	CAT Interest - Trust to retain temporarily. Going to Cabinet 2.11.16
	Fenwick King George V Playing fields	Sale approved - Trust to retain temporarily. Date T.B.C
	Greenhead Park, New Cumnock	CAT - Trust to retain temporarily. Date T.B.C
	Hareshaw Community Education	CAT - Trust to retain temporarily. Date T.B.C
	Hurlford Community Education	CAT Interest - Trust to retain temporarily. Date T.B.C
	Kilmaurs Pavilion, Morton Park	CAT Interest - Trust to retain temporarily. Going to Cabinet 2.11.16
	Witch Road Senior Citizens Cabin	Sale approved. Trust to retain temporarily Date T.B.C
Trust to retain temporarily	TEMPORARY FACILITIES	NOTES
	Bellsbank Community Wing	Trust to retain temporarily
	Crookedholm Pavilion	CAT Interest - Future to be determined. Trust to retain temporarily (not as football provision)
Awaiting Demolition	TEMPORARY FACILITIES	NOTES
	Drongan Community Education	Closed – Awaiting Demolition
	Drongan Games Hall	Closed – To be marketed
	Drongan Library – Old Building	Closed – To be marketed